In The Matter Of:

BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION CHARTER AUTHORIZING PANEL

October 15, 2015

Sharon Hill Court Reporting 4021 Robinwood Cr. Bryant, AR 72022 (501) 847-0510

Original File CAP - 10-15-15.prn

Min-U-Script® with Word Index

BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION CHARTER AUTHORIZING PANEL

#4 CAPITOL MALL LITTLE ROCK, AR 72201

October 15, 2015

APPEARANCES

PANEL MEMBERS:

Ms. Deborah Coffman	Chairman/Chief of Staff
Dr. Debbie Jones	Vice Chair/Asst. Commissioner of
	Learning Services
Ms. Ivy Pfeffer	Asst. Commissioner - HR/Educator
	Effectiveness & Licensure
Dr. Eric Saunders	Asst. Commissioner - Fiscal &
	Administrative Services
Ms. Annette Barnes	Asst. Commission - Public School
	Accountability
Mr. Greg Rogers	Asst. Commissioner - Fiscal &
	Admin. Services
Mr. Bobby Lester	Director of Federal Programs
Ms. Jennifer Liwo	PLSB Attorney
Dr. Mark Gotcher	Deputy Commissioner

ALSO APPEARING:

Ms.	Mary Perry	Coordinator -	Learning Services
Ms.	Alexandra Boyd	Public School	Program Coordinator

ADE LEGAL COUNSEL:

Ms. Kendra	a Clay	ADE	General	Counsel	
Ms. Lori l	Freno	ADE	Deputy	General	Counsel
Ms. Jenni	fer Davis	ADE	Deputy	General	Counsel
Mr. Cory I	Biggs	ADE	Deputy	General	Counsel

INDEX

	Page
Preliminary Matters	3
A-1: Scott Charter School - Pulled from Agenda	
A-2: Northwest Arkansas Classical Academy	5
A-3: Quest Middle School of WLR	29
A-4: Bauxite Miner Academy	33
A-5: Rogers New Technology High School	52
Miscellaneous Business	72
Court Reporter's Certificate	8.8

EXHIBITS

No Exhibits.

PROCEEDINGS

CHAIRPERSON COFFMAN: Ladies and Gentlemen, the October 15, 2015 meeting of the Charter Authorizing Panel is called to order. I'd like to welcome everyone to the Arkansas Department of Education. Please silence all of your electronic devices. As we begin our work today, I will ask that if you're coming to the microphone to be sure to speak clearly so that we, the Panel, may hear you and also because the meeting is being recorded and live-streamed, and so that our audience may hear you as well. Please state your name and your title when you come to the microphone, for the record. I would appreciate that very much. All right. Ms. Clay, if you will come and explain the process for today?

MS. CLAY: Good morning. Kendra Clay, General Counsel for the Department of Education. The hearing procedures today are going to be the same as yesterday. All persons, with the exception of attorneys, will need to be sworn in. The charter school seeking amendment will then have 20 minutes to explain the amendment they're seeking. Any parties opposed will have 20 minutes after that, and then the charter school will have 5 minutes for rebuttal and closing. You'll follow that with discussion and

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

And you may take a vote today or take the questions. matter under advisement and vote at a later meeting and ask the charter school to come back with additional information or get technical assistance from the Department. Just like yesterday, you have a Google doc where you will type in your vote and the reason for your vote. We're doing this to make the State Board review of your decision -- to give them more information on whether they would like to review your decision or not. On the pages today, there are multiple spaces in the event you need to take multiple votes on a particular amendment request. Some of the charter schools have asked for a couple of different amendments. And if you want, you can take them as one vote together, but if you wanted to split them up the sheet reflects that. need to go through that again when the time comes, I'll be happy to help. Does anybody have any questions?

CHAIRPERSON COFFMAN: And, Ms. Clay, as the directions you gave us yesterday, is today a negotiation of those amendments?

MS. CLAY: Yes. Just like yesterday, anything that the charter school says or agrees to today that is different than what is in their written materials

they will be held to and it will become part of the 1 amendment to their charter contract. So, yes, it is 2 basically a contract negotiation, just like the 3 application hearings yesterday. 4 5 CHAIRPERSON COFFMAN: Thank you, Ms. Clay. REQUEST FOR OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL 6 7 AMENDMENT: NORTHWEST ARKANSAS CLASSICAL ACADEMY 8 CHAIRPERSON COFFMAN: All right. Action Item 1 9 has been pulled from the agenda, so let's begin with 10 Action Item 2, Request for Open-Enrollment Public Charter School Amendment: Northwest Arkansas 11 Classical Academy. Ms. Boyd, you are recognized. 12 MS. BOYD: 13 Thank you, Madam Chair. The State Board of Education approved the application for the 14 15 Northwest Arkansas Classical Academy on November 1, 16 The charter is approved to serve students in grades K-12 with a maximum enrollment of 685. 17 18 Representatives of Northwest Arkansas Classical Academy are appearing before the Charter Authorizing 19 20 Panel to request an amendment to their current 21 Speaking on behalf of the Classical Academy 22 we have Christopher Stevens and we also have someone 23 on the phone to answer questions, if you need. 24 MR. BRADBERRY: Mr. Shack, Chris. 25 CHAIRPERSON COFFMAN: Chris Shay?

	· · · · · · · · · · · · · · · · · · ·
1	MR. BRADBERRY: Shack.
2	CHAIRPERSON COFFMAN: Representatives from
3	Northwest Arkansas Classical Academy, please stand,
4	and anyone on the phone that plans to speak, if
5	you'll raise your right hand. Do you swear or affirm
6	that the testimony you're about to give shall be the
7	truth, the whole truth and nothing but the truth?
8	(ALL WITNESSES ANSWERED AFFIRMATIVELY)
9	CHAIRPERSON COFFMAN: Thank you.
10	MR. BRADBERRY: If you're listening online, if
11	you could turn your computer down; we're getting
12	feedback. You can still watch but just make sure
13	that you turn the volume down. Thank you.
14	CHAIRPERSON COFFMAN: Mr. Stevens, you're
15	recognized.
16	MR. STEVENS: So we are seeking permission to
17	excuse me; let me open my notes here. I'm sorry.
18	CHAIRPERSON COFFMAN: You may want to start with
19	your name and title for the record.
20	MR. STEVENS: Christopher Stevens. I'm Campus
21	Director at Quest Middle School of West Little Rock,
22	and I'm speaking on behalf of Northwest Arkansas
23	Classical Academy.
24	CHAIRPERSON COFFMAN: All right. Thank you.
25	MR. STEVENS: Sure. So we would like a we're

seeking a waiver to -- so that required -- that AP courses would be part of the required 38 courses under ADE regulations. We would like to be able to, for some courses, exchange the AP course for the non-AP course. So we do have a -- there is a brief PowerPoint --

CHAIRPERSON COFFMAN: Okay.

MR. STEVENS: -- if y'all would like to see that.

CHAIRPERSON COFFMAN: Yes.

MR. STEVENS: If you can advance the slide, go ahead. Oh, I have it here. Okay. I've never done this before, as you can tell. I don't know if this is on. Oh, it's off. Okay. All right. So the mission of Northwest Arkansas Classical Academy, they are committed to providing our future leaders with a college preparatory education focused on liberal arts. We will promote a rigorous academic program, fostering intelligent curiosity, critical thinking, virtuous character building, and a lifelong passion for learning. Charter schools are a school of choice and we'll do all things possible to serve the educational needs of our student body and the community. We want to provide the following to our students: the opportunity to earn a year's worth of

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

college credit prior to graduation from high school, and also we want to provide our high school students identified as high-achieving with opportunities for a more rigorous curriculum. As charter schools, we are not staffed as -- we need fewer staff; I'll put it And so it is at times difficult to offer, that way. say, an AP course and the regular course given the number of teachers we have in our schools, and it would -- so it would help in that regard. We'd also be able to get our -- offer our students the opportunity to earn college credit and so also serve There's quite a significant savings our community. for students who earn college credit in high school, and we'd like to make that opportunity available for our students.

So this is a sample of what we might do. We would like to be able to, say, for example, with AP U.S. Government and Politics to be able to offer that instead of the regular U.S. Government and Politics. So our students would take that course and then not offer the non-AP version of that course. So, but this is a sample of what we would do.

So that's everything on that.

CHAIRPERSON COFFMAN: Does that conclude your presentation?

1	MR. STEVENS: Yes, it does.
2	CHAIRPERSON COFFMAN: Is there anyone here to
3	speak in opposition? Any additional words from you,
4	Mr. Stevens, or from anyone on the phone?
5	MR. STEVENS: Not from me.
6	CHAIRPERSON COFFMAN: From the phone?
7	MR. STACK: No, not from me either.
8	CHAIRPERSON COFFMAN: Okay. Thank you. Then,
9	we'll start with questions from the Panel. And, Dr.
10	Jones, I'll start with you.
11	DR. JONES: Good morning, Mr. Stevens.
12	MR. STEVENS: Good morning.
13	DR. JONES: The College Board has a philosophy
14	of open-enrollment in all of their AP courses. Tell
15	me about the limitations on kids that come into your
16	program. My concern is that you will have no regular
17	classes; you'll have only advanced placement work,
18	which does fit with your mission, your mission of
19	your charter. But you also, in having that, must be
20	willing to open the doors to those that may not be
21	prepared for AP work. Tell me about your plans for
22	that?
23	MR. STEVENS: So we provide a lot of support for
24	our students and we're going to offer we would
25	offer what our students needed. So there may be

1	situations at the higher level where we may do an AP
2	Physics instead of a regular Physics. But this would
3	be something that at those higher level courses where
4	students would where there's some optional courses
5	that we would do just the AP.
6	DR. JONES: Okay. Let me be more specific. A
7	student comes in with a transcript of C's, not
8	exceptional work in the past. Can he enroll in your
9	program?
10	MR. STEVENS: In the AP course?
11	DR. JONES: Uh-huh. Well, isn't that all you're
12	going to have for some courses?
13	MR. STEVENS: For some. So there's some courses
14	where we wouldn't do that, say, for English. I mean,
15	there are always going to be students who need a
16	regular English course.
17	DR. JONES: Okay.
18	MR. STEVENS: And so that is you know that
19	is something that we would continue to offer.
20	DR. JONES: Okay. So what would you do with
21	this student with a "C" background?
22	MR. STEVENS: Well, we would offer the courses
23	that student needs. And if there are if they need
24	the regular course, that's a course we would offer.
25	And if we can support them and have them in AP, we

	11
1	would do that.
2	DR. JONES: Okay. Thank you.
3	CHAIRPERSON COFFMAN: Ms. Pfeffer.
4	MS. PFEFFER: How many AP courses do you
5	currently offer at Northwest Arkansas Classical
6	Academy?
7	MR. STEVENS: I'm going to refer to Mr. Shack
8	for that question.
9	MS. PFEFFER: Okay.
10	MR. BRADBERRY: Mr. Shack, did you hear the
11	question?
12	MR. SHACK: Yes. Currently, there are no AP
13	courses being taught at Northwest Arkansas Classical
14	Academy.
15	MR. BRADBERRY: You're going to have to turn
16	your computer down because we're hearing a reverb of
17	what we're saying. So if you could mute your
18	computer as you talk, I would appreciate that. Thank
19	you.
20	MS. PFEFFER: Okay. So am I understanding that
21	currently you have not been teaching AP courses at
22	all?
23	MR. SHACK: Is that better?
24	MR. BRADBERRY: Yes, sir. The question is: so
25	currently, you do not teach any AP courses at

	12
1	Northwest Classical Academy?
2	MR. SHACK: We have not. We will offer our
3	first AP course. We don't.
4	MR. BRADBERRY: Thank you.
5	MR. STEVENS: The highest grade currently is
6	10th grade at Northwest Arkansas.
7	MS. PFEFFER: Okay. So in your current charter
8	agreement, what is the plan for the addition of AP
9	courses in your current charter?
10	MR. SHACK: Right now, in the current charter we
11	are to stay with the 438. I mean, we're adding those
12	courses with the plan to go forward.
13	MS. PFEFFER: Okay. So this current school year
14	you are not required to add any then for this 15-16
15	school year; it will be 16-17 before you're required
16	to add any AP courses. Is that what I'm
17	understanding?
18	MR. SHACK: Correct.
19	MS. PFEFFER: Okay. And what courses do you
20	plan to offer in 16-17?
21	MR. SHACK: We have been working on a list. I
22	would have to get that list for you.
23	MS. PFEFFER: Okay. And Mr. Stevens commented a
24	minute ago that there will always be some courses
25	where you would need to offer both the regular course

1	and an option for AP. How would that determination
2	be made as to which courses you would have to always
3	offer the regular option?
4	MR. SHACK: We would always offer the regular
5	options for all core subjects. Even if we do an AP
6	course, like AP U.S. History, we would always offer
7	United States History because it's a core history
8	subject. So it would be mostly based on what the
9	students sign up for. But all core subjects as far
10	as science, math, English, social studies, would
11	always be offered.
12	MS. PFEFFER: Okay. And I may not be
13	understanding, but if that's the case would this
14	waiver be necessary?
15	MR. SHACK: It would, because we would run into
16	a lot of times where kids will sign up for, say, an
17	AP European history course and we might not have
18	students sign up for another history course as a core
19	subject.
20	MS. PFEFFER: Okay. I'm going to stop on my
21	questions because I think maybe Ms. Barnes can help
22	us out from here. I'm sorry, Madam Chair.
23	CHAIRPERSON COFFMAN: Ms. Barnes.
24	MS. BARNES: Thank you. Good morning.
25	MR. STEVENS: Good morning.

1	MS. BARNES: Annette Barnes. And thank you so
2	much for your presentation. I believe I was looking
3	at the presentation, at some samples of what courses
4	would look like. It looked to me that you had
5	Algebra II, which would've been the standard course
6	under the 38. But as opposed to teaching Algebra II
7	you would probably teach AP Cal I can't remember.
8	So I didn't get a chance to
9	CHAIRPERSON COFFMAN: Ms. Barnes, would it be
10	helpful if we put that back up?
11	MS. BARNES: It would be helpful if I
12	CHAIRPERSON COFFMAN: Kevin, could you put the
13	PowerPoint back up, please?
14	MS. BARNES: And part of the line of my
15	questions and let me just say this where do you
16	currently draw the primary bulk of the student
17	population from? Which districts?
18	MR. STEVENS: Little Rock. Little Rock School
19	District.
20	MS. BARNES: And Northwest
21	MR. STEVENS: Oh, I'm sorry. I'm sorry.
22	MS. BARNES: This is not Quest.
23	MR. STEVENS: Sorry about that. So that's
24	I'll defer to Curtis on that.
25	MR. SHACK: The majority of our students come

from Bentonville School District.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. BARNES: Okay. So, and I did ask primarily. So if the majority comes from Bentonville -- I'm looking at the fact that should this amendment be granted and you get this waiver then any other district that you're drawing students from we have to consider those things as well. But along with the question that I was asking about, the standard schedule and what you would be teaching as opposed to -- since you can already, if you have no students signed up in the regular course, teach an AP course, with permission and make that request, I'm hesitant until I can hear a few more things about what you're doing. Because I support the mission of the school but I also have to look at what comes after. And if you're not going to be teaching Algebra II, I'm still waiting to see what those courses -- what that sample

MR. STEVENS: The course opposed to that on that page is AP Calculus AB.

MS. BARNES: That's what I thought. So what happens with Calculus and how are you prepared to teach the required six math's if you're going to start out opening up into AP courses? I'm just asking these questions to determine what the plan is,

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

if you would still -- if you would go ahead and teach those in the required 38; how many courses are we looking at of the required 38 that you would intend to teach as an AP course. Because, technically, by granting this amendment you could pretty much just decide, "Well, we're going to teach AP; wherever there are AP courses we're going to teach those. ₩e will not teach the regular courses." And so because of that, if you have students who are able to become a part of the student population, you are not in a position to provide them with the courses that they may have been in prior to coming to your school. And since you are an accredited school you would need to -- students -- you would need to honor some of that transfer policy.

MR. STEVENS: Uh-huh.

MS. BARNES: And so, I mean, I'm a little confused as to how you would meet the needs of students that may want to come into the school. I'm also concerned about granting an amendment that would allow for more than one AP course to count as your required 38. Would you open it up to any courses? I did understand that you will teach the core, the English I, English II, English III, English IV, but I also noted that the standard English 12 on the

1	schedule showed the composition, I believe. So I
2	need a little more information. Because when we
3	grant a waiver like this with respect to core
4	curriculum classes, we have to look at additional
5	pieces and how many others would then have the
6	opportunity not to teach the required courses and
7	what that does for equitable access for all students
8	across districts as they enroll in another school
9	district.
10	MR. STEVENS: So I'll let Mr. Shack respond as
11	well, but where this would be helpful is if we had
12	computer science, for example, and if we wanted if
13	we could offer just the AP computer science and not
14	regular computer science. And that would be an area
15	where this would be helpful.
16	MS. BARNES: Okay. And I understand it could be
17	helpful all the way across the board in keeping with
18	your mission.
19	MR. STEVENS: Right.
20	MS. BARNES: I think what's giving me pause is
21	it could be all of your courses or as many courses as
22	there is an AP course.
23	MR. STEVENS: So it's worded too it's too
24	general or expansive.
25	MS. BARNES: I think it's too expansive.

	16
1	MR. STEVENS: Yeah.
2	MS. BARNES: Far too expansive for me right now.
3	Right now. There may be some more detail that comes
4	out in the questions.
5	CHAIRPERSON COFFMAN: Dr. Jones.
6	DR. JONES: On the computer science, you
7	currently can offer the AP computer science. There's
8	a Commissioner's Memo that has four that are
9	acceptable to meet the law and AP computer science is
10	one of those.
11	MR. STEVENS: Okay.
12	DR. JONES: I have an additional question. In
13	looking at this today, whether this goes today or
14	not, my question would be: as you take on AP courses
15	and you offer weighted credit, is it your intention
16	to offer weighted credit for those AP courses for
17	your students?
18	MR. STEVENS: Mr. Shack, if you could respond to
19	that.
20	MR. SHACK: Yes. The plan is that we will offer
21	weighted credit for those courses.
22	DR. JONES: Okay. And within the law for you to
23	offer weighted credit, your students are required to
24	complete the course and your teachers are required to
25	have the proper training. We define "proper

1	training" as College Board training. And so is it
2	your plan to have all of your AP teachers trained
3	within their College Board training?
4	MR. STEVENS: Yes.
5	DR. JONES: And is that true for both schools?
6	MR. STEVENS: Yes.
7	DR. JONES: Okay. Thank you.
8	CHAIRPERSON COFFMAN: Dr. Gotcher.
9	MR. SHACK: Yes, that is the current plan to
10	have all of them trained. Yes.
11	CHAIRPERSON COFFMAN: Thank you, Mr. Shack.
12	DR. GOTCHER: Thank you, Madam Chair. Mr.
13	Stevens, I'm looking at the rationale for your
14	amended request. I want to commend you for wanting
15	to offer a more rigorous curriculum. But it also
16	says "without adding extra teaching loads to our
17	certified staff." So I'm not sure to Dr. Jones'
18	example, if we see a student coming in that may excel
19	in the liberal arts but may struggle in some of the
20	core academic courses, I'm not sure how I can
21	visualize, having done master schedules before, how
22	it wouldn't increase your teaching load if you do
23	have to offer a regular class and, to Mrs. Barnes'
24	or Ms. Barnes' comment, receiving transfers. You're
25	going to have to receive transfers of students that

may not have been in any kind of an AP course. 1 can you or Mr. Shack address how you can not avoid 2 increasing staff if you want to be able to offer this 3 to all kids in this situation? 4 MR. STEVENS: Sure. And I think that we were 5 thinking more of, say, the physics or the calculus 6 7 where we'd offer the AP and not the regular. But Mr. Shack may have more to say on that. 8 9 We'll wait for his response. DR. GOTCHER: MR. SHACK: What we would do, it would depend on 10 when the student comes in. If they come in the 11 current year or the beginning of the school year, it 12 makes it easier for the master schedule to be 13 created. But if that student comes in mid-year, it's 14 15 very difficult to change our master schedule for that 16 So from that point we could put the student in the AP course but differentiate his instruction. 17 18 So we would accommodate that student inside of the classroom. 19 20 DR. GOTCHER: Thank you, Mr. Shack. 21 that's it. Yeah. Thank you. 22 CHAIRPERSON COFFMAN: Ms. Pfeffer, do you have a 23 follow-up question? 24 MS. PFEFFER: I do. And something that Ms. 25 Barnes said made me think of this. Isn't there

already a mechanism -- and it may be one of our panel can answer this -- I believe we already have a mechanism for what they're asking. Because essentially it seems what they're asking is -- they're going to continue to offer regular courses in those core areas unless they do not have students sign up. So we already have a mechanism if no students sign up for the course where you would not have to offer that course?

MS. BARNES: Yes, in the standards.

MR. STEVENS: Yeah. I believe we have to communicate with the ADE and seek permission to do that under current --

MS. PFEFFER: Okay. So do you feel that that is too much of a barrier? Is that why you would go ahead and ask for this blanket waiver? I guess I'm just trying to understand -- there's already a mechanism for you to do that -- if the waiver would really be necessary.

MR. STEVENS: So I think it would give us some
-- in terms of timeline and flexibility, especially
as we see a lot of change from year to year, just as
a charter and adding grades, that we could do it as
needed apart from that, the current mandates.

MS. PFEFFER: May I ask like what is our process

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

if we're a school or district that's going to ask for that waiver? Is it a fairly simple process?

MS. BARNES: Yeah. Excuse me. Yes, it's a fairly simple process. Basically though, we have to insure that you have not encouraged students not to sign up for the regular required course. Once you have registration, if you have no students who have signed up for that course and you'd like to teach an AP course in its place, you request permission to do that to the Board and it's granted. It may be a little extra work for the district to have to, you know, create the paperwork, communicate with our Standards Unit, and then us make the recommendation to the Board that they be allowed to count the AP course as opposed to the regular course, so that it does not impact their accreditation status. don't see it so cumbersome that it's not something -especially in light of the fact that the conversation here today is more in line with where the need, not just as a general waiver to teach all courses that they may desire to teach as an AP course.

CHAIRPERSON COFFMAN: Mr. Lester, any questions?

MR. LESTER: No.

CHAIRPERSON COFFMAN: Mr. Rogers?

MR. ROGERS: No.

	23
1	CHAIRPERSON COFFMAN: Ms. Liwo?
2	MS. LIWO: No.
3	CHAIRPERSON COFFMAN: Any Dr. Jones.
4	DR. JONES: Have you been teaching AP courses?
5	MR. STEVENS: No. At Northwest Arkansas, the
6	highest grade there is 10th grade.
7	DR. JONES: Okay.
8	MR. STEVENS: Yeah.
9	DR. JONES: And so do they have in place a
10	waiver? Because other schools must teach the four
11	core AP courses. The charter, I mean, they have to
12	teach four core AP courses. Do you have a waiver not
13	to teach AP courses?
14	MR. STEVENS: I'll defer to Mr. Shack.
15	MR. SHACK: As of right now, we don't have a
16	waiver not to teach AP courses but we have the waiver
17	to phase in the 38 courses. So we're adding our
18	course load as we add grades.
19	DR. JONES: I understand. Okay. So it is the
20	expectation you as you phase in that you have those
21	AP courses, which in place of a waiver that's what
22	you have to do. Thank you.
23	CHAIRPERSON COFFMAN: Any additional questions?
24	Dr. Saunders.
25	DR. SAUNDERS: Yes. In looking at this idea of

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

essentially -- with it being so broad, as it's worded -- possibly replacing core classes with AP classes, I do commend your performance and everything. I think you have great numbers there. In looking at your student population, I do have some concerns. special ed. population is around 2.3% as opposed to the Bentonville district, which I'm just comparing, as you stated, where the children come from is 10%. Your LEP percent is zero and free-and-reduced lunch And so I would be concerned, and I would want to make sure that all the courses for anyone that would want to be able to attend would be available, and it would not just be for those for who the system is designed for, and would like the opportunity for more students to be able to take advantage of some of the great things that you're offering. Can you address any of the student population concerns that I have?

MR. STEVENS: I'll let Mr. Shack answer that.

MR. SHACK: With it being a school of choice, we currently allow all students who want to enroll into the charter school to actually enroll. We don't put any restrictions on students that want to come in, and as students come in we accommodate them based on every need that they may need. So it's kind of hard

	25
1	for us to kind of hard for us to predict what
2	population is going to come into our school.
3	DR. SAUNDERS: I can understand that. And I
4	guess my question would be: by eliminating some of
5	the core classes would that not then be a barrier for
6	some students who may want to enroll?
7	MR. SHACK: I don't think it's a barrier because
8	we're not going to not give a student a course that
9	he really needs. We will always serve our students
10	and give them the instruction that they need to be
11	successful.
12	DR. SAUNDERS: Thank you.
13	CHAIRPERSON COFFMAN: Any additional questions?
14	Ms. Clay, are there any remaining issues?
15	MS. CLAY: No.
16	CHAIRPERSON COFFMAN: At this time I will accept
17	a motion from the Panel.
18	MS. PFEFFER: I make a motion to deny the
19	request for the amendment.
20	DR. JONES: I'll second that.
21	CHAIRPERSON COFFMAN: We have a motion by Ms.
22	Pfeffer and a second by Dr. Jones to deny the request
23	for amendment for Northwest Arkansas Classical
24	Academy. All those in favor?
25	(UNANIMOUS CHORUS OF AYES)

	20
1	CHAIRPERSON COFFMAN: Any opposed? Motion
2	carried. We'll take a moment for you to write your
3	reasons and then we'll go around and report those for
4	the record.
5	Dr. Gotcher.
6	DR. GOTCHER: Almost. I have a little more to
7	complete.
8	CHAIRPERSON COFFMAN: Dr. Jones, I'll start with
9	you.
10	DR. JONES: I voted in favor of the motion to
11	deny the amendment because there's already a
12	mechanism in place to accomplish what you want to do.
13	CHAIRPERSON COFFMAN: Mr. Lester.
14	MR. LESTER: I voted for the denial because the
15	process is currently in place to change to AP courses
16	if no student registers.
17	CHAIRPERSON COFFMAN: Ms. Liwo.
18	MS. LIWO: I voted in favor of denying the
19	waiver request because there is a mechanism in place
20	to do what you want.
21	CHAIRPERSON COFFMAN: Ms. Pfeffer.
22	MS. PFEFFER: I made the motion based on that
23	reason and also out of concern for students in that
24	they there needs to be that assurance that the
25	courses would be offered and this would this

mechanism brings it to an option of not offering if students do not choose it. I'm just worried that a blanket waiver would take away that choice for students.

CHAIRPERSON COFFMAN: Mr. Rogers.

MR. ROGERS: I voted for the motion, along the same lines as everyone else, because the opportunity already exists through ADE to offer those classes.

CHAIRPERSON COFFMAN: Ms. Barnes.

MS. BARNES: I voted in favor of the motion to deny. Like everyone else, a mechanism is already in place to accomplish the goals presented, your request is too expansive, and could preclude students equitable access to needed courses when enrolling in the school.

CHAIRPERSON COFFMAN: Dr. Gotcher.

DR. GOTCHER: I voted for the motion to deny the waiver. I'm still concerned about how -- I feel it's still unclear how increasing staff could be avoided while providing what is necessary for current or incoming students. And furthermore, to coin the phrase of Ms. Barnes, I also feel it appears too expansive in this present form.

CHAIRPERSON COFFMAN: Dr. Saunders.

DR. SAUNDERS: Yes. I voted in favor of denying

	20
1	the amendment for two issues: one, with another
2	system already being in place; and number two, I feel
3	that it could limit the ability for some students to
4	take advantage of the opportunities.
5	CHAIRPERSON COFFMAN: Thank you.
6	Mr. Stevens, I think you've heard the Panel
7	today
8	MR. STEVENS: I did.
9	CHAIRPERSON COFFMAN: and you understand our
10	concerns. We are very concerned about any limitation
11	that might cause students not to enroll and to take
12	the opportunities available to them, as well as the
13	clarity that we feel is needed to actually meet the
14	mission that you've set forth. So we appreciate your
15	any understanding
16	MR. STEVENS: Thank you.
17	CHAIRPERSON COFFMAN: that you've gained from
18	this meeting.
19	MR. STEVENS: Thank you.
20	CHAIRPERSON COFFMAN: Good luck to you. Thank
21	you.
22	MR. STEVENS: Thank you.
23	CHAIRPERSON COFFMAN: Do y'all need a break or
24	are we ready to go on? Okay. All right. Thank you,
25	sir.

	29
1	A-3: REQUEST FOR OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL
2	AMENDMENT: QUEST MIDDLE SCHOOL OF WEST LITTLE ROCK
3	MR. STEVENS: I'm here again. I'm the next
4	CHAIRPERSON COFFMAN: You're the next guy.
5	MR. STEVENS: And if it pleases the Panel, the
6	next waiver is for the same thing but for Quest-
7	Little Rock. So I'm content with the answer that you
8	gave for Northwest Arkansas, and I don't know what
9	procedures you must follow.
10	CHAIRPERSON COFFMAN: Ms. Clay?
11	MS. CLAY: They can either withdraw their
12	request for a waiver or you all can go ahead and vote
13	on the request. It's up to the charter school.
14	CHAIRPERSON COFFMAN: Mr. Stevens?
15	MR. STEVENS: I don't necessarily see a purpose
16	in going through all of it again. And so if you
17	would like to vote now or I'll withdraw it I guess
18	
19	CHAIRPERSON COFFMAN: It's your decision, sir.
20	MR. STEVENS: I'll withdraw.
21	CHAIRPERSON COFFMAN: Okay.
22	MR. STEVENS: So, yes.
23	CHAIRPERSON COFFMAN: All right. Thank you.
24	Action Item 3 is withdrawn. I'm sorry?
25	MR. STEVENS: My apologies. There is a second

	30
1	I didn't realize they were considered as one. We
2	would like to change our name and that is the second
3	part of this one.
4	MS. BOYD: Madam Chair
5	CHAIRPERSON COFFMAN: Yes.
6	MS. BOYD: I'd just like to offer some
7	direction on the name-change.
8	CHAIRPERSON COFFMAN: Thank you.
9	MS. BOYD: Some information. I spoke with
10	Carmen Jordan and if you guys do approve the name-
11	change, it won't take effect until the change of the
12	school year, which will be July 1.
13	CHAIRPERSON COFFMAN: Okay. And which action
14	item are we on, Ms. Boyd?
15	MS. BOYD: A-3 has two parts.
16	CHAIRPERSON COFFMAN: Okay.
17	MS. BOYD: Their amendment request has two parts
18	to it. So one was the name change and the other was
19	the AP courses.
20	CHAIRPERSON COFFMAN: Okay. So on Action Item 3
21	you're withdrawing your request for the amendment
22	regarding the waiver, but you would still like us to
23	consider the name-change?
24	MR. STEVENS: Very much so.
25	CHAIRPERSON COFFMAN: Okay. All right. Make

	31
1	your case for the name-change.
2	MR. STEVENS: Quest Middle School of West Little
3	Rock would like to request the name-change to the
4	campus so that the name fits the entire student body,
5	instead of the middle school grades, as we continue
6	to add upper level grades per our charter agreement
7	with the Arkansas Department of Education. The
8	requested name is Quest Academy.
9	CHAIRPERSON COFFMAN: All right. Ms. Barnes.
10	MS. BARNES: I just wanted to be sure that you
11	do understand that should this be granted today, as
12	Ms. Boyd said, because of all the various
13	recordkeeping and all of the pieces that go along
14	with that, it would not take effect until the
15	following school year?
16	MR. STEVENS: Yes, ma'am. I understand that.
17	MS. BARNES: Okay.
18	CHAIRPERSON COFFMAN: Any other questions from
19	the Panel?
20	DR. JONES: I'll make a motion that we approve
21	the name-change to Quest Academy.
22	MS. BARNES: Second.
23	CHAIRPERSON COFFMAN: Ms. Barnes, did you
24	second?
25	MS. BARNES: Yes.

	32
1	CHAIRPERSON COFFMAN: The motion has been made
2	by Dr. Jones and a second by Ms. Barnes to approve
3	the name-change. Any discussion? All those in
4	favor?
5	(UNANIMOUS CHORUS OF AYES)
6	CHAIRPERSON COFFMAN: Any opposed? The motion
7	passed.
8	MR. STEVENS: Thank you very much.
9	CHAIRPERSON COFFMAN: If you'll give us just a
10	second, we'll put that into the record.
11	Dr. Jones.
12	DR. JONES: I voted in favor of the motion
13	because changing the name from Quest Academy Middle
14	to Quest is appropriate due to the grade expansion.
15	CHAIRPERSON COFFMAN: Mr. Lester.
16	MR. LESTER: I voted for the motion to change
17	the name. The name-change will fit the entire
18	student body.
19	CHAIRPERSON COFFMAN: Ms. Liwo.
20	MS. LIWO: I voted in favor of the motion
21	because the name-change reflects the entire student
22	body.
23	CHAIRPERSON COFFMAN: Ms. Pfeffer.
24	MS. PFEFFER: I voted in favor of the motion for
25	all the reasons listed.

	33
1	CHAIRPERSON COFFMAN: Mr. Rogers.
2	MR. ROGERS: I voted for the motion and concur
3	with what everybody else has already said.
4	CHAIRPERSON COFFMAN: Dr. Saunders.
5	DR. SAUNDERS: Yes. I voted for, because I
6	didn't have any concerns and I support the ability
7	for you to make decisions when you can.
8	CHAIRPERSON COFFMAN: Dr. Gotcher.
9	DR. GOTCHER: I voted for the motion to change
10	the name because I felt acceptable reasons for the
11	change were presented.
12	CHAIRPERSON COFFMAN: And Ms. Barnes.
13	MS. BARNES: I voted in favor of the motion
14	because it is an appropriate change.
15	CHAIRPERSON COFFMAN: Good luck to you.
16	MR. STEVENS: Thank you.
17	CHAIRPERSON COFFMAN: And we celebrate your new
18	name.
19	MR. STEVENS: Thank you very much.
20	CHAIRPERSON COFFMAN: Thank you.
21	A-4: REQUEST FOR DISTRICT CONVERSION PUBLIC CHARTER SCHOOL
22	AMENDMENT: BAUXITE MINER ACADEMY
23	CHAIRPERSON COFFMAN: All right. That brings us
24	to Action Item 4. Ms. Boyd.
25	MS. BOYD: Thank you, Madam Chair. The State

Board of Education approved the application for the Bauxite School District to operate Bauxite Miner Academy, on March 11, 2013. The charter is approved to serve grades 7-12 with a maximum enrollment of 200. Representatives of the Bauxite School District are appearing before the Charter Authorizing Panel to request an amendment to their current charter. Here from Bauxite we have Tyler Tarver, who is the Director of Curriculum, Instruction and Federal Programs at Bauxite.

CHAIRPERSON COFFMAN: All those speaking for Bauxite Miner Academy please stand and raise your right hand, and anyone speaking in opposition. Do you swear or affirm that the testimony you are about to give shall be the truth, the whole truth and nothing but the truth?

(ALL WITNESSES ANSWERED AFFIRMATIVELY)

CHAIRPERSON COFFMAN: Mr. Tarver, you are recognized.

MR. TARVER: Thank you. I thank you guys for allowing me to come speak today. So far, things are going very well at Miner Academy at Bauxite. We just noticed an area that might limit us in the future if we continue to grow like we've been doing every year since we started. We're requesting a waiver to waive

our class size and the teaching limit for all grades 1 that we offer classes to, from section 10.02, for the 2 Standards of Accreditation -- I'm sorry, I muttered 3 that -- Standards of Accreditation. You guys know 4 that; you don't need me to say it. A few reasons it 5 would help, this would help our students to be more 6 successful. With this waiver we -- some of us 7 already have -- we have an extended school day waiver 8 9 where we can offer classes before or after school. 10 You know, that puts an extra class on a teacher that might be already teaching multiple classes. We don't 11 have to do this very often and we've been able to 12 13 accommodate it in the past. You know, it usually applies to some of our AE students, you know, who are 14 15 trying to catch up, kids that are trying to graduate 16 on time, things like that, they need to take more classes. But this would help us have a little more 17 18 leeway than we've had in the past. Also, we share teachers with our high school because of where our 19 campus is located, which is very beneficial. 20 21 gives us some flexibility, you know, but in the case 22 of -- you know -- in the future, say, next year, if 23 some teacher leaves, some teacher comes in, certain 24 certifications happen, this allows us to maybe have a 25 teacher from the high school who's there more of the

And then

1 day than they are at Miner Academy; they could come in and help with those, you know, before or after 2 school waivers or maybe during the school day if we 3 have to accommodate certain kids. It just fluctuates 4 quite a bit year-to-year with what students we get 5 and what they need. With asking teachers to teach 6 7 more students, you know, we don't want it to take away from the education or the instruction process. 8 9 But while it's not less of a workload, it's a different workload for teachers, because our teachers 10 do a lot of preparation in the summer and they 11 deliver a lot of the curriculum through an online 12 13 portal and through that, blended learning. a lot of the -- the way the instruction is delivered 14 15 and the way the teachers are able to help the students it's a different workload. So some teachers 16 that we've been able to, you know, kind of figure out 17 18 "this works with this teacher, this teacher works better at Miner Academy," they're able to kind of 19 work better and help more students than maybe a 20 21 normal teacher would or some teachers in that 22 situation. Also, a good portion of our students are 23 credit recovery students, so a lot of the students 24 have already sat through the class. You know, they 25 may have missed too many days or for one reason or

another they didn't get the credit for the course.	
And so a lot of them don't need quite as much teache	r
guidance or instruction or help because they knew th	.e
material; they just for one reason or another didn't	
pass the class. So it requires less on the teacher	
with regards to that percentage of students that we	
have for credit recovery. And also we are not	
we're not over-sized in any of these capacities. We	!
also have two paraprofessionals that allow, you know	,
us to help and monitor and assist, but we, you know,	
we don't attach students to them because of their	
position and their certifications. And so our goal	
is for this not to be an issue. You know, as we	
continue to grow we can start bringing in more	
teachers and have the teachers there for more period	s
of the day. So we don't want it to be, but in case	
it is we don't want to have our students limited	
because of this. So thank you guys again for	
listening to me and I'm more than happy to answer an	y
questions you have.	
CHAIRPERSON COFFMAN: Ms. Barnes, we'll start	
with you.	
MS. BARNES: Yes, sir, thank you for your	
presentation. Miner Academy is 6-12?	
MR. TARVER: Yes, ma'am. 6-12, yes. On paper,	

	36
1	it said 7-12 but whenever you guys granted us I think
2	it was 6-12.
3	MS. BARNES: I was thinking it was 6-12.
4	MR. TARVER: Yes, ma'am.
5	MS. BARNES: I recalled some work with it
6	earlier in the year. But I guess my question is:
7	since we did recently have legislation that allows
8	for a teacher in grades 7-12 to exceed the maximum
9	load with compensation, where does that enter into
10	this particular type of an amendment request? And
11	there are other mechanisms for credit recovery, so
12	MR. TARVER: Yes, ma'am. Well, currently, with
13	our the way our school is set up, this is our best
14	option for kids with credit recovery on that point.
15	So I'm not sure I'm not completely positive on the
16	options you're talking about. But with regards to
17	that recent statute that came in, I think is the
18	terminology, we plan on compensating our teachers
19	even with this waiver. We don't have any problem
20	if the teachers are doing more work, we don't mind
21	compensating them for it.
22	MS. BARNES: And I'm confused then about the
23	request for the waiver. Furthermore, Miner Academy
24	is an alternative learning environment. Correct?
25	MR. TARVER: Yes, ma'am.

	39
1	MS. BARNES: An AE?
2	MR. TARVER: Yes, ma'am.
3	MS. BARNES: Okay. Thank you.
4	MR. TARVER: Thank you.
5	CHAIRPERSON COFFMAN: Dr. Saunders.
6	DR. SAUNDERS: Yes. Following up on what Ms.
7	Barnes was saying with the Act 993, and it was
8	specifically that there would be compensation for
9	those teachers in excess of 150 as well as
10	instructions on how to do that. And so any kind of
11	waiver I would presume to be a waiver from this new
12	law, so on the 150 aspect, not on a particular
13	class size.
14	MR. TARVER: Okay.
15	DR. SAUNDERS: And so do you still see the need
16	to have a waiver from the number of students taught
17	within the day?
18	MR. TARVER: Well, I guess I would see what you
19	guys recommended. If you think that it's not
20	necessary with that new change, then we're fine with
21	not having it, if it's not necessary. We would just
22	compensate our teachers accordingly. So it's up to
23	you guys.
24	DR. SAUNDERS: I'll seek Counsel's opinion.
25	CHAIRPERSON COFFMAN: Ms. Clay.

1	MS. CLAY: It would really be up to the charter
2	school on how they're planning on structuring. So if
3	they already plan on compensating a teacher if
4	they're above the 150 class size, then the waiver
5	would not be necessary. If they plan on compensating
6	above their new requested 200 class size, then they
7	would need a waiver of the class size standard but
8	they would not need a waiver of the act I have it
9	pulled up 993. Does that make sense? So, I mean,
10	it depends on how they want to structure it and at
11	what point the compensation would come in for extra
12	students.
13	DR. SAUNDERS: So do you plan on compensating
14	according to Act 993 or those in excess of 150 on the
15	teaching load?
16	MR. TARVER: Yes, sir.
17	DR. SAUNDERS: Okay. So that waiver would not
18	be needed. Is that correct?
19	MR. TARVER: Yes, sir, I believe so.
20	DR. SAUNDERS: Okay. So the waiver then would
21	be needed on class size?
22	MR. TARVER: Yes, sir.
23	DR. SAUNDERS: Okay. That's all I have right
24	now.
25	DR. JONES: Can the charter do you already

	41
1	have a waiver for the ALE class size, 15-to-1?
2	MR. TARVER: No, ma'am. I think we're still
3	limited on that. It's 15 and then if we have a
4	paraprofessional it goes up to 17, I believe. I
5	think we're still under that.
6	DR. JONES: Is that the waiver that they're
7	trying to seek here? Because class size for ALE's
8	are different. I think that maybe that's the waiver;
9	is it?
10	MR. TARVER: No. Because of our the way our
11	classes are set up they're in different because
12	not every student that's at Miner Academy is coded as
13	AE, so some of the students are, you know, general
14	education students. And they're not full-time
15	students at Miner Academy; they are taking a class or
16	two that they can't take at the high school. And so
17	it helps in those classrooms, as well.
18	DR. JONES: Okay. Sum up the AE. Some students
19	are coded as AE?
20	MR. TARVER: Yes.
21	DR. GOTCHER: Only a fourth.
22	MR. TARVER: Yes.
23	DR. JONES: Only what?
24	DR. GOTCHER: A fourth of their population.
25	DR. JONES: Okay. So they're still following

	42
1	those class sizes?
2	MR. TARVER: Yes.
3	DR. GOTCHER: That would be
4	DR. JONES: Regulation?
5	MR. TARVER: Yes, ma'am.
6	DR. JONES: Okay.
7	MR. TARVER: Yes, ma'am. We are.
8	DR. JONES: I also have a question about can
9	you clarify for the online? Because I think this
10	speaks to workload for teachers too. Are they using
11	Virtual Arkansas or are they creating their own
12	online
13	MR. TARVER: No, ma'am. They're using we
14	went through Odysseyware and then our teachers went
15	in the summer and edited the courses to meet our
16	state standards and adjust them based on how they
17	wanted the course delivered. And so we took their
18	courses and it gave us essentially a skeleton for it
19	and then we were able to go in; it's very easy to
20	edit those courses. You can go in and add things
21	from different areas and then you can also create
22	your own assignments, and so that's what our teachers
23	did.
24	DR. JONES: Okay. And it blended along with
25	direct instruction?

1	MR. TARVER: There's not as much. It depends on
2	the teacher and the course. Some courses are more
3	a lot of times, if the teacher was able to get in the
4	summer and get that course set up the way they wanted
5	to a lot of it is delivered through, you know,
6	videos either that they've recorded or that they
7	found that kind of deliver the lesson. And then a
8	lot of it is they walk around, help kids; they see a
9	kid did poorly, they go help them; a lot of one-to-
10	one, if they're not doing the blended stuff.
11	DR. JONES: Okay. Thank you.
12	MR. TARVER: Thank you.
13	CHAIRPERSON COFFMAN: Before we move forward, I
14	think I need to clarify what we're requesting.
15	DR. GOTCHER: That's exactly what I was going to
16	do.
17	MR. TARVER: Okay.
18	CHAIRPERSON COFFMAN: So I got a little lost in
19	this conversation.
20	MR. TARVER: Yeah.
21	CHAIRPERSON COFFMAN: Ms. Clay, Ms. Boyd, can
22	you help us to be very clear about the request today?
23	MS. BOYD: So as the amendment request is
24	written, they are requesting a waiver from the
25	Standards of Accreditation 10.02.5. And it seems

like what we've said, because of the Act 993 that
they really are only needing the 45 students in the
classroom to have that classroom size waiver.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. BARNES: So, may I ask a question?

CHAIRPERSON COFFMAN: Ms. Barnes needs to clarify that.

MS. BARNES: Well, I mean, I didn't see the class size waiver one, so that --

DR. GOTCHER: It's embedded.

MR. LESTER: It's embedded inside the --

Oh, okay. So, yeah, I saw the MS. BARNES: 10.02.5 which made me zoom in on 150. And I remember that Miner Academy does have students -- some are regular students, some are not, but, you know, it's geared toward the AE environment for many. If we're talking about a situation I'm concerned. now of a possibility of 45 students -- up to 45 students in a class, as opposed to the maximum 30 for grades 7-12, then, again, it's a waiver that would apply to anyone else, even though Bauxite Miner Academy is right -- it's pretty much right there in Bauxite. But should someone -- students come in -and there is also a mechanism where you can go up above -- it can exceed by three or so, and you don't have large classes. So the discussion was more in

terms of the fact that you would have teachers from the high school who may teach a class, which would be in excess of the 150. And since we're withdrawing that part, I'm confused now about the real need for the up to 45 students in a class. Can somebody maybe help me --

DR. SAUNDERS: I think I can clean that up as a question. I think it would satisfy both of us. How would increasing class size to 45 benefit the kids, as opposed to a class size at a lower level?

MR. TARVER: Well, it would allow us not to have to turn kids away because we couldn't accommodate them with our facilities. You know, we have grown over the past couple of years and the way our classrooms are set up, if we can -- you know -- we're talking about opening up two of the classrooms to where there can be more students in a class. And that way the students could still take classes and we wouldn't have to say, no, we have to have only 30 kids in here with this one teacher that can monitor more than just 30 students. And that would help us quite a bit.

CHAIRPERSON COFFMAN: Dr. Gotcher.

DR. GOTCHER: Madam Chair, I'm actually okay with increasing to 45 if it's an environment where

	46
1	they're monitoring an online curriculum
2	MR. TARVER: Yes.
3	DR. GOTCHER: and as long as it doesn't
4	increase for our ALE students. According to your
5	data, only 11 of your 45 students are ALE kids?
6	MR. TARVER: Yes, sir.
7	DR. GOTCHER: Okay. So I wouldn't want to grant
8	anything to exceed that class size for those special
9	students. If we did grant the waiver for 45 I'm
10	kind of asking Legal or the Panel or you, sir if
11	we increase to 45, would we also be allowing non-
12	online students in other words, would there be a
13	situation where 45 students showed up and they did
14	not need the online curriculum? Or is that the only
15	primary curriculum that you offer at Miner?
16	MR. TARVER: It's our primary curriculum.
17	DR. GOTCHER: Okay.
18	MR. TARVER: And if not, it's very blended.
19	DR. GOTCHER: And then, further maybe Legal
20	would that affect
21	MS. BARNES: The other Bauxite
22	DR. GOTCHER: other yeah other charter-
23	like waivers for other traditional public schools?
24	Would there be a caveat that says that you could do
25	45 with online curriculum but not 45 with direct

1	instruction?

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. CLAY: Okay. It would only apply -depending on how you grant the waiver you could
stipulate that it only applies to online courses.

DR. GOTCHER: Good.

MS. CLAY: As far as -- I think what you're talking about is other traditional schools coming before the State Board and requesting a similar waiver. That only applies to open-enrollment charter school waivers, and this is a district conversion. So that waiver is probably available because -- well, I don't know; it may already be available through an open-enrollment charter school. The class size is a relatively routinely granted waiver. But granting it to the Bauxite district conversion would not then open up any additional doors. And, also, that process, as you know, has to go through the State Board, so it's not an automatic grant for a traditional school, even if it was an open-enrollment charter school getting the waiver.

DR. GOTCHER: All right. Thank you.

MS. BARNES: Okay.

DR. GOTCHER: Does that help you?

MS. BARNES: That helps me tremendously.

Because my main concern was not so much other

	48
1	districts as much as the district itself and the
2	other teachers, other classes at the high school, you
3	know, since this is the Miner Academy.
4	MS. CLAY: Oh, no. Yes. It would be specific
5	to Miner Academy. And you could even make it more
6	specific as only
7	DR. GOTCHER: Online.
8	MS. CLAY: online courses
9	DR. GOTCHER: Yes, ma'am.
10	MS. CLAY: within Miner Academy.
11	DR. GOTCHER: Okay.
12	CHAIRPERSON COFFMAN: Mr. Tarver, are you
13	agreeable to those conditions?
14	MR. TARVER: Sure. Sound great. Thank you.
15	CHAIRPERSON COFFMAN: Any other comments or
16	questions? I have one and it's more of a gentle
17	caution.
18	MR. TARVER: Okay.
19	CHAIRPERSON COFFMAN: And it's just that I can
20	certainly see having 45 students in the room, all
21	working independently online and teachers and aids
22	moving around, assisting as needed. I would only
23	caution you to police yourself that you don't
24	overload so much that those kids are not successful.
25	Sometimes two in a room is plenty if kids need

	43
1	assistance. So I would just ask you to really
2	caution to police yourself with that to insure
3	that those kids are being successful and that they're
4	getting the quality of education they deserve.
5	MR. TARVER: Yes, ma'am. That's our number one
6	goal.
7	CHAIRPERSON COFFMAN: Thank you.
8	MR. TARVER: Thank you.
9	CHAIRPERSON COFFMAN: Any I'll entertain a
10	motion.
11	DR. SAUNDERS: I'd make the motion to approve
12	the waiver of class size to go to 45 for the Bauxite
13	Miner Academy for online courses.
14	CHAIRPERSON COFFMAN: And a second?
15	DR. GOTCHER: Second.
16	CHAIRPERSON COFFMAN: Dr. Saunders has made a
17	motion and Dr. Gotcher has seconded that motion to
18	approve the amendment for online, for up to 45
19	students. Is that correct?
20	DR. SAUNDERS: (Nodding head up and down.)
21	CHAIRPERSON COFFMAN: Any discussion? All those
22	in favor?
23	(UNANIMOUS CHORUS OF AYES)
24	CHAIRPERSON COFFMAN: Any opposed? Motion
25	passed.

	50
1	MR. TARVER: Thank you.
2	CHAIRPERSON COFFMAN: If you'll wait just a
3	moment, we'll have comments to go with that.
4	DR. SAUNDERS: I do want to make one comment. I
5	was looking at your on some of your numbers and I
6	wanted to commend you. I think I found it
7	interesting that in the Academy you have the same
8	number of special ed. students as you have gifted.
9	MR. TARVER: Yes, sir.
10	DR. SAUNDERS: And so I see that as an
11	environment that's looking to serve all students.
12	MR. TARVER: Thank you. Yes, sir. And we try
13	to catch them on whichever end of the spectrum or
14	anywhere in between. Thank you.
15	CHAIRPERSON COFFMAN: Ms. Barnes.
16	MS. BARNES: I voted for, in favor of the motion
17	to approve because I believe the vision of the
18	amendment is appropriate for the multiple
19	instruction.
20	CHAIRPERSON COFFMAN: Dr. Gotcher.
21	DR. GOTCHER: I voted for the amendment to
22	increase. I feel this amendment does not adversely
23	affect student achievement. But I also share Madam
24	Chair's caution that 45 should not be a license to
25	become the new status quo but that it should be

	31
1	continue to make decisions that are best for kids.
2	MR. TARVER: Yes, sir.
3	DR. GOTCHER: Dr. Jones.
4	DR. JONES: I voted for the amendment because
5	it's acceptable because instruction delivered online
6	allows for larger class sizes.
7	CHAIRPERSON COFFMAN: Mr. Lester.
8	MR. LESTER: I voted for the amendment based
9	upon the motion; it's acceptable for online courses.
10	CHAIRPERSON COFFMAN: Ms. Liwo.
11	MS. LIWO: I voted in favor of the motion
12	because the online courses are appropriate for larger
13	group online instruction.
14	CHAIRPERSON COFFMAN: Ms. Pfeffer.
15	MS. PFEFFER: I voted for the motion because it
16	aligns with this school's goals and the online
17	program delivery, and I believe that this was looking
18	to see how they can best provide services for those
19	students there.
20	CHAIRPERSON COFFMAN: Mr. Rogers.
21	MR. ROGERS: I voted for the motion because it
22	allows the Bauxite Miner Academy to offer online
23	courses to more students without having to turn back.
24	CHAIRPERSON COFFMAN: Dr. Saunders.
25	DR. SAUNDERS: I voted for the motion because I

	52
1	believe it would allow the opportunity for more
2	students to participate and still be in a manageable
3	environment.
4	CHAIRPERSON COFFMAN: All right. Well,
5	congratulations to you. We expect great things. And
6	please remember to think of us when you're ready to
7	share the great things that's going on in your
8	school.
9	MR. TARVER: Got it. Thank you, guys.
10	CHAIRPERSON COFFMAN: And thank you for serving
11	all kids.
12	MR. TARVER: Yes. Thank you, guys, very much.
13	CHAIRPERSON COFFMAN: All right. Let's take a
14	5- to 10-minute break.
15	(BREAK: 9:35-9:48 a.m.)
16	A-5: REQUEST FOR DISTRICT CONVERSION PUBLIC CHARTER SCHOOL
17	AMENDMENT: ROGERS NEW TECHNOLOGY HIGH SCHOOL
18	CHAIRPERSON COFFMAN: If we can reconvene,
19	Action Item 5, Request for District Conversion Public
20	School Public Charter School Amendment, Rogers New
21	Technology High School. Ms. Boyd, you're recognized.
22	MS. BOYD: Thank you, Madam Chair. The State
23	Board approved the application for the Rogers School
24	District to operate Rogers New Technology High
25	School, on January 14, 2013. The charter school is

approved to serve students grades 9-12 with a maximum enrollment of 600. Representatives of the Rogers School District are appearing before the Charter Authorizing Panel to request an amendment to the current charter. And just as a heads-up, this amendment request does have two parts as well. And we have Dr. Arbuckle here from Rogers New Tech to speak with you.

CHAIRPERSON COFFMAN: All representatives from Rogers New Technology High School and anyone speaking in opposition please stand, raise your right hand.

Do you swear or affirm that the testimony you're about to give shall be the truth, the whole truth and nothing but the truth?

(ALL WITNESSES ANSWERED AFFIRMATIVELY)

CHAIRPERSON COFFMAN: Thank you. Dr. Arbuckle, you're recognized.

DR. ARBUCKLE: Thank you, Madam Chairwoman.

Members of the Panel, I greatly appreciate the opportunity to come before you today and share a little bit about the exciting things that are happening at Rogers New Technology High School. As Ms. Boyd indicated, we do have two parts to our amendment request and so, unless otherwise directed by the Panel, I'll work through the first piece,

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

which is the enrollment cap. And then after that opportunity we'll work through the second piece as well.

I believe you have access to a PowerPoint as Our amendment today, we're going to work through the first section, would be our enrollment cap. As Ms. Boyd indicated, we do currently have an enrollment cap of 600. What you're seeing there is you're seeing a picture of the northwest corner of our building. That is an addition that was added to the existing structure, and that is the opening, the front door, if you will, to Rogers New Technology High School. Just to give you a little context of what we look like compared to our district -- and I think you would see that we are within just a few percentage points in all of our areas. I would point out that our English Language Learners, we actually have more English Language Learners at Rogers New Technology High School than the district has demographically. We're fairly close with the special education, as you can see, and the other numbers there as well.

Currently, we are in a building that houses two parts. It's a former middle school building and within that building we house the Rogers New

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Technology High School. You can see the square footage there when we opened. We made some additions; we made some modifications to the existing building into the current space that we have available that we are using, the 46,610 square feet. Currently, the remainder of that building, the rest of that building houses our ALE program. district is currently looking for other space for that ALE program so that, as you can see, the total space that we will have available to us is over 123,000 square feet. And so that -- right now, we are utilizing about 38% of the square footage in the building for our current enrollment, which is 541. We are asking the Panel to increase our enrollment cap from the current 600 to 900 and we are -- as a district we intend to work the rest of our space that's available to us as we move ALE out and utilize that space, recapture that space for Rogers New Technology High School. I would entertain any questions at this time on the enrollment cap. CHAIRPERSON COFFMAN: Okay. Any questions regarding the enrollment cap? Dr. Gotcher. DR. GOTCHER: Yes. Having been there just a

couple of weeks ago, the cafeteria -- the increase

	50
1	does not affect the capacity for the cafeteria to
2	serve the students?
3	DR. ARBUCKLE: Actually, when we recapture that
4	space in the rest of the building we will actually
5	add the more traditional commons area that existed in
6	the that exists currently for the ALE, existed
7	previously for that building which was Kersey Middle
8	School.
9	DR. GOTCHER: So you'll capture some more
10	cafeteria
11	DR. ARBUCKLE: Correct. We'll actually capture
12	more cafeteria space; we'll actually capture some
13	special areas, for example, the gymnasium, you know,
14	which we currently share with ALE; we'll recapture a
15	full kitchen space, those kinds of things.
16	DR. GOTCHER: Okay. Weather permitting, the
17	kids want to be outside anyway, as you demonstrated.
18	DR. ARBUCKLE: Correct. They really do.
19	DR. GOTCHER: Yeah. All right. Thank you.
20	DR. ARBUCKLE: Thank you.
21	CHAIRPERSON COFFMAN: Any other questions? I'll
22	entertain a motion regarding the increased enrollment
23	cap.
24	DR. JONES: I will make a motion to approve the
25	enrollment cap to increase the enrollment cap for

	57
1	Rogers New Tech High School.
2	MS. PFEFFER: Second.
3	CHAIRPERSON COFFMAN: A motion has been made by
4	Dr. Jones and a second by Ms. Pfeffer to increase the
5	enrollment cap to 900. Any discussion?
6	DR. JONES: I do just want to add that we had
7	the chance to visit and this is a picture of a highly
8	effective charter.
9	DR. GOTCHER: Yes.
10	DR. JONES: They are diverse. When you talk
11	about a Personalized Learning Plan, they did have
12	choices. It's not creating a Personalized Learning
13	Plan with "here it is, this is what you're doing."
14	We had students that went off to NWAC to take
15	colleges; we had students that were very much in
16	their career fields. And so they have the capacity
17	and they've done what a charter should do to be
18	successful. So I commend you for your work there and
19	your leadership.
20	DR. ARBUCKLE: Thank you.
21	DR. GOTCHER: Thank you.
22	CHAIRPERSON COFFMAN: Any other discussion? All
23	those in favor of the motion?
24	(UNANIMOUS CHORUS OF AYES)
25	CHAIRPERSON COFFMAN: Any opposed? The motion

	58
1	passed. If you'll give us just a moment, we'll have
2	our responses for the record.
3	Dr. Saunders, we'll start with you.
4	DR. SAUNDERS: Give me just a second. Yes, I
5	voted sorry. Yes, I voted for the motion. I
6	believe this would allow more students the
7	opportunity to take part in a specialized learning
8	environment.
9	CHAIRPERSON COFFMAN: Mr. Rogers.
10	MR. ROGERS: I voted for the motion and it's due
11	to the fact the charter has been successful and
12	there's I don't have any concerns with allowing
13	more kids to attend.
14	CHAIRPERSON COFFMAN: Ms. Pfeffer.
15	MS. PFEFFER: This is a good opportunity for the
16	students and the district to grow. And it's obvious
17	from the data that Rogers is providing a unique
18	opportunity in a manner that all students have access
19	to participate.
20	CHAIRPERSON COFFMAN: Ms. Liwo.
21	MS. LIWO: I voted for the motion. I didn't see
22	any issues with increasing the enrollment cap.
23	CHAIRPERSON COFFMAN: Mr. Lester.
24	MR. LESTER: I voted for, to increase the cap,
25	increasing the opportunity for Rogers' students to

	53
1	attend a successful charter.
2	CHAIRPERSON COFFMAN: Dr. Jones.
3	DR. JONES: I voted for the motion. This is an
4	exceptional charter that truly serves a diverse
5	student population. They need to expand to offer
6	more students this opportunity.
7	CHAIRPERSON COFFMAN: Dr. Gotcher.
8	DR. GOTCHER: I voted for the amendment to
9	approve the the motion to approve the amendment.
10	The increase in cap size does not affect the ability
11	to effectively serve students and I do mean
12	"effectively."
13	CHAIRPERSON COFFMAN: Ms. Barnes.
14	MS. BARNES: I voted in favor of the increase.
15	I see no adverse impact to teaching and learning of
16	the students.
17	CHAIRPERSON COFFMAN: Congratulations.
18	DR. ARBUCKLE: Thank you.
19	CHAIRPERSON COFFMAN: Let's move forward with
20	the next waiver.
21	DR. ARBUCKLE: Thank you. Can we have the
22	PowerPoint again, please? The reason for this waiver
23	request currently, in our charter we have a waiver
24	on the class size from 10.2.05. We asked the State
25	Board to grant that waiver during our initial inquiry

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

either.

for a class size of 35, but we did not increase, nor are we looking to today, the teaching load of 150. After the passage of Act 993, on August 31st, charter leaders, charter directors and superintendents received an email from the Charter Office indicating that with the passage of Act 993 there, to alleviate any confusion that might arise with the standard 10.02.05 and Act 993, that we should consider as charter schools asking to extend our current waiver to cover Act 993 as well. And so based on that email that we received from the Charter Office and that suggestion that brings us here today, we would ask that we would extend the current waiver that we have on class size for 35 to cover a waiver, if you will, from Act 993. Again, we're not changing the teacher load; we're not asking to do anything differently than what's in the current charter. We're simply trying to be clear as to with the new -- and respond to the new legislation. CHAIRPERSON COFFMAN: Ouestions? Dr. Saunders. Just to summarize, this would not DR. SAUNDERS: change any current practice that you're doing? DR. ARBUCKLE: It would not. And it would not really, in my view, change the current charter

CHAIRPERSON COFFMAN: Any other questions? Dr. Gotcher.

DR. GOTCHER: Just for clarity. So what's the reason for the waiver request? Remind us of that one more time.

DR. ARBUCKLE: My understanding is, from the Charter Office, was it was a suggestion to simply insure that there was no confusion as to the waiver with the new legislation, Act 993.

DR. GOTCHER: Okay.

CHAIRPERSON COFFMAN: Ms. Perry, you're recognized.

MS. PERRY: Mary Perry, Coordinator, Division of Learning Services. I sent that email out after consulting with Legal and everyone here, after that new law was passed. That is the law that requires extra compensation when teachers teach over the current loads. And the clarity -- well, the email actually stated -- it was not a concern that they would have an issue with our Standards Unit when that went out; it was that this could help with any other employment issue over not allowing the compensation. And we didn't really give legal advice; we said they would want to consult their own attorney as well, but that they should consider in fact doing this waiver.

	62
1	DR. GOTCHER: Gotcha.
2	CHAIRPERSON COFFMAN: Thank you, Ms. Perry. Any
3	additional questions? Then I'll entertain a motion
4	if we have no additional questions.
5	MS. BARNES: I have one.
6	CHAIRPERSON COFFMAN: Oh, we have a question.
7	Ms. Barnes.
8	MS. BARNES: I'm sorry. I'm just making sure.
9	I was trying to go back through my mind and I recall
10	us just having a conversation about compensation.
11	And so I just wanted to be sure that this would not
12	put us in a situation, in one respect, being
13	concerned about the load and teachers not receiving
14	compensation if it's a greater load, and in another
15	respect allowing the opportunity. I just can
16	somebody help me weigh this back out? We just had a
17	conversation regarding Act 993 and compensating
18	teachers at the higher at the upper grades if they
19	were teaching a larger load than the maximum
20	allowable. And I'm just trying to make sure I'm
21	consistently hearing what we're doing here in this
22	particular what's different here?
23	CHAIRPERSON COFFMAN: Dr. Arbuckle, do any of
24	your teachers teach have loads beyond 150?
25	DR. ARBUCKLE: No, ma'am. They do not. And we

1	are not we did not ask in the original charter,
2	nor are we asking here today, to increase that
3	teaching load. We do not want to you know our
4	goal is to insure that every student receives a high
5	quality education and teaching load, and quite
6	honestly class size has a lot to do with that. And
7	so we are not asking to increase the teacher load
8	even by a student today.
9	CHAIRPERSON COFFMAN: And therefore, not try to
10	have a waiver against any payments
11	DR. ARBUCKLE: Correct.
12	CHAIRPERSON COFFMAN: to teachers?
13	DR. ARBUCKLE: Correct. Rogers has a history,
14	if a teacher is asked to do more they are compensated
15	for that. We are not asking that today.
16	CHAIRPERSON COFFMAN: Ms. Liwo.
17	MS. LIWO: He just he answered my question.
18	CHAIRPERSON COFFMAN: Okay. Any additional
19	Dr. Gotcher.
20	DR. GOTCHER: Did your legal team or did your
21	did legal advice from the Rogers School District have
22	any words of wisdom?
23	DR. ARBUCKLE: I did not have conversations with
24	our legal team. But in conversation with Dr. Darr,
25	our school superintendent, who I'm sure has vetted

1	this, working with her for several years now, this
2	was her desire as well to follow the suggestion
3	through Ms. Perry's office to ask for this waiver.
4	DR. GOTCHER: I guess I'm just not sure why it's
5	necessary because you're not increasing. Is that
6	am I alone in this?
7	DR. JONES: That's really I can speak to
8	that.
9	MS. BARNES: That's what I'm concerned about.
10	DR. GOTCHER: Okay.
11	DR. JONES: And it's really us that brought this
12	action on. Any time that there is a law that changes
13	that has something to do with one of their waivers,
14	then we ask them to come back and address the Board.
15	So it really was our doing. We don't have concerns.
16	DR. GOTCHER: Sure.
17	DR. JONES: They would not have done this
18	otherwise, if we hadn't asked them to do that.
19	DR. ARBUCKLE: That's correct.
20	MS. BARNES: And I think that's where I was. I
21	understood that and I understand why as an agency we
22	would want to certainly alert anyone who may be
23	impacted. But in the rationale, since it did
24	identify Act 993, and since that would be granting
25	the opportunity to exceed the maximum without

compensation, and since the district is saying that they don't necessarily need that because they would not be doing it, that was where I was coming from. I wanted to be sure I was understanding, hearing -- and I do understand why you've come before us today with it and certainly appreciate it. But I was concerned about that. That's why I needed some clarity.

CHAIRPERSON COFFMAN: Ms. Liwo.

MS. LIWO: I just need to make sure that I'm on the same page as everybody else. What I'm hearing is that you're already in compliance with Act 993 as far as compensating teachers that have higher class loads?

DR. ARBUCKLE: To my knowledge, and Mr. Moore might be able to speak, I don't believe at the high school level we have anyone who's teaching a load above 150 --

MR. MOORE: We do not.

DR. ARBUCKLE: -- in any of our buildings.

MR. MOORE: We do not.

DR. ARBUCKLE: This is -- my understanding -- and, again, I'm not a legal scholar and that's why I hope Legal is here. But my understanding is there's really two parts to the Act 993. One is the teacher load and then one was the class size. We are simply

trying to bring in line what -- with the new legislation, bring in line our -- that legislation and the current charter. We believe that the current charter allows us to do what we're currently doing: class size of up to 35, which really I've only had to do a couple of times both years, and the teaching load of 150. Okay. My understanding, this is really borne out of just a clarification process of Act 993 for us since -- and for any other charter, quite honestly, that asks to waive the 30 seat count per room.

CHAIRPERSON COFFMAN: Ms. Pfeffer.

MS. PFEFFER: So your current charter allows you to go up to 35 students in a class session. Correct?

DR. ARBUCKLE: Yes, ma'am.

MS. PFEFFER: Okay. So, I have two questions; one is for Legal. Do you feel like they need to have this waiver, Ms. Clay?

MS. CLAY: Okay. The way I'm understanding what they currently have is they have a waiver of the entire section of the class size and teaching load standard. So part of that is both the 150 teaching load and the 30 class size. What I've heard them say is they're not using that one-hundred -- they're not using the teaching load side of that. If they have

	67
1	no intention of going over that 150 teaching load
2	then they would not need a waiver. Now if they want
3	if they think they might in the future, and they
4	don't want to compensate in accordance with Act 993,
5	then they would need the waiver.
6	MS. PFEFFER: So, in essence, this waiver could
7	be waiving the Act 993, except they stated they don't
8	want to do that?
9	MS. CLAY: Well, the waiver they've requested is
10	Act 993.
11	MS. PFEFFER: Okay. So that was what they
12	requested in the waiver. But, Dr. Arbuckle, you do
13	not want to waive Act 993. Is that correct?
14	DR. ARBUCKLE: No. Our intention is not to
15	waive the act as far as, you know, compensating
16	teachers.
17	MS. PFEFFER: For the going over 150 maximum
18	load?
19	DR. ARBUCKLE: Correct. Our intention is to
20	just make sure that the 35, that we currently have a
21	waiver for, is still covered, if you will, with the
22	new legislation.
23	DR. GOTCHER: I understand.
24	MS. PFEFFER: Yes. So can we help them and us
25	understand? Because this is obviously a quality

school; they're doing what they need to do for kids, which is why we've just increased it to 900. So I just -- if we can help make sure that what they've articulated we can do?

MR. BIGGS: I think --

CHAIRPERSON COFFMAN: Mr. Biggs, if you'll --

MR. BIGGS: Cory Biggs, Staff Attorney. I think what we were thinking when we prepared the letter that went out to every charter that already had a waiver from class size, even if they weren't using it, was that it would be a good practice for them to come in and request a waiver from Act 993, the compensation portion, just in case they ever see a day where they need to use it in the future. Because if they use it one time, years down the road, the waiver that they already have from class size, and they do not compensate, at that point then they might run into an issue with 993. So this is really just a safeguard to come in for a rainy day. I don't know if that helps.

DR. SAUNDERS: I want to follow-up on that. As I read 993 -- and I may be wrong -- I did not see it addressing class size.

MR. BIGGS: Well, no. It's not for the 35 students; it's for the total, the 150. But they also

have a waiver from 150 on record already, and so we have requested -- the Charter Office sent notice out that anyone who had that 150 waiver come in and add the waiver from 993, just in case.

CHAIRPERSON COFFMAN: So, let me restate what I think I heard you say, is they are just updating what they already have a waiver for to include the most current legislation?

MR. BIGGS: Yes.

CHAIRPERSON COFFMAN: Ms. Barnes.

MS. BARNES: Okay. And I get that. Because 993
-- because basically they have -- they already have
the waiver to exceed the 30; they already have the
waiver to exceed the 150. In the meantime though,
there has been legislation passed that said if you're
going to exceed the 150 you need to compensate
teachers. They have -- the district is stating that
they in no way intend to ever not compensate teachers
if they are in excess of it. And so I'm trying to
determine why -- I'm having difficulty granting the
waiver to the 993 part because then it would free up
the compensation. There's no -- there is already no
issue with the 35 students. That's what's hanging me
up, is what I'm saying.

DR. ARBUCKLE: And just to be clear, in the

current charter -- because I have a copy of that here, number 12, Section G -- we were very clear that we only asked to waive the class size. And so I see this as a contract between us and you and the State, and we were clear when we said we requested a waiver for the requirement of an individual class size limit of 30, extending class size up to 35; this would allow us more flexibility. The last line of that: teachers will not be assigned more than 150 students. That still stands for me.

MS. BARNES: Okay.

DR. ARBUCKLE: Again, this -- we -- if I'm just brutally honest, we felt like this was the direction that we received from the Charter Office, "Please come back and -- it would be a good idea to ask for this waiver," and we're simply trying to do what we've been asked to do.

MS. BARNES: Yes, sir.

CHAIRPERSON COFFMAN: Ms. Clay.

MS. CLAY: Okay. I think I can summarize. I don't think they need the waiver. I think y'all have probably come to that conclusion now. I wish we would have caught it before they made the drive from northwest Arkansas. But they have said that they're going to comply with the 150 requirement. If they

were going to, even in the future, not comply with 1 that portion they'd have to come back anyway because 2 of the way it was written in their original charter. 3 Does everybody understand where we are? Okay. 4 5 CHAIRPERSON COFFMAN: Dr. Arbuckle, are you in agreement with that? 6 7 DR. ARBUCKLE: I'm going to say yes. Again, not being a legal scholar, you know, anything -- the way 8 9 I see it, if this Panel decides that this is not needed, if it's, you know, voted as such, then I'm 10 11 going to go back to the original charter, which clearly states that we can go up to 35 in a class, 12 13 which is what we're currently doing. And, you know, if that comes back and somebody says, "Hey, how come 14 15 you don't have" -- I'm going to come back to the 16 original charter and the information from this meeting, the clarity given by Legal from that 17 18 standpoint. CHAIRPERSON COFFMAN: Let me ask you this for 19 20 clarification. Would you like to withdraw or would 21 you like for us to take a vote? 22 DR. ARBUCKLE: We'd like to withdraw that piece, 23 please. 24 CHAIRPERSON COFFMAN: Then we'll consider that 25 withdrawn. Thank you, sir.

	/2
1	DR. ARBUCKLE: Thank you.
2	MISCELLANEOUS BUSINESS
3	CHAIRPERSON COFFMAN: All right. That concludes
4	our action items. We do have some business before
5	the Committee. Yesterday, at the end of our meeting
6	we did discuss a possible December date and asking
7	charters that were on the Priority list to come
8	before the Panel. Ms. Boyd.
9	MS. BOYD: Thank you, Madam Chair. As you can
10	see, I put in your folder for today, where you've
11	been pulling out those voting sheets I put in a
12	Google doc there to help facilitate our conversation.
13	You don't have it?
14	MS. BARNES: I haven't seen anything.
15	MS. BOYD: Can you look at the folder, maybe
16	refresh well, I think we yeah, I sent it out.
17	Hang on.
18	DR. GOTCHER: I'm sorry; what are we looking
19	for?
20	CHAIRPERSON COFFMAN: In your folder for today.
21	DR. GOTCHER: Okay. I had it and I closed it.
22	MS. BOYD: And there should be a document inside
23	the CAP Priority School Hearings. Are y'all seeing
24	that?
25	MS. PFEFFER: Wait a minute.

	73
1	DR. SAUNDERS: Yes.
2	MS. BARNES: So I need to refresh it.
3	DR. JONES: Well, is this the same original
4	folder, Alexandra?
5	MS. BOYD: It was the same folder for today.
6	DR. JONES: Okay.
7	MS. BOYD: I see some of y'all are popping up.
8	DR. GOTCHER: Oh, under Google Docs. I'm sorry.
9	MS. BARNES: So basically we need to close it
10	and reopen it?
11	CHAIRPERSON COFFMAN: Yes; if you'll refresh it.
12	MS. BOYD: Make sure you're in the folder for
13	10/15. I can send it to you again.
14	MS. BARNES: I can do it; I can do it. I just
15	have to go back.
16	DR. SAUNDERS: It's there.
17	MS. BARNES: All right. I just needed to go
18	back. I'm there.
19	MS. BOYD: Okay.
20	CHAIRPERSON COFFMAN: So I think the questions
21	before us are do we want to hear from everyone on
22	this list and if so, we'll need to set dates and
23	then set a list of data that we would like those
24	districts to bring before us. Is that correct, Ms.
25	Boyd?

	/4
1	MS. BOYD: Yes, that would be correct. So as
2	you see on the document, I put kind of summary
3	information about the schools that are on the
4	Priority list. You have two district conversions and
5	then four open-enrollments.
6	MS. BARNES: Okay. So all of these are
7	Priority?
8	MS. BOYD: Uh-huh, the bottom 5%. Yes, ma'am.
9	MS. BARNES: We didn't put any academic distress
10	on here?
11	MS. BOYD: Well, the academic distress charter
12	schools I believe are already on here.
13	MS. BARNES: Well, I figured they probably are
14	
15	MS. BOYD: Uh-huh.
16	MS. BARNES: but I think we had maybe one or
17	two.
18	MS. BOYD: Blytheville and Covenant Keepers are
19	
20	MS. BARNES: The two. Yeah.
21	MS. BOYD: the academic distress. Yes,
22	ma'am.
23	MS. BARNES: They're both okay.
24	CHAIRPERSON COFFMAN: I apologize; I didn't hear
25	what you said.

	,3
1	MS. BARNES: Blytheville and Covenant Keepers
2	are not only Priority but they are also academic
3	distress.
4	MS. BOYD: There's already a note on the
5	Blytheville school and an add-on to the Covenant
6	Keepers that it's academic distress.
7	DR. SAUNDERS: I'll make a motion to bring back
8	all the schools listed as Priority and see them on
9	December 16th and/or 17th.
10	DR. JONES: Can I make a request? I have a
11	previous commitment for co-op on that Wednesday, on
12	December 16th. Can we limit it to the 17th or the
13	18th?
14	DR. GOTCHER: The 17th is good for me.
15	DR. SAUNDERS: Yes. Are you amending my motion?
16	DR. JONES: I am asking to amend your motion to
17	the 17th.
18	DR. SAUNDERS: So amended.
19	DR. JONES: Second.
20	CHAIRPERSON COFFMAN: Okay. So we have a motion
21	by Dr. Saunders and a second by Dr. Jones to ask all
22	of the schools listed on Priority status all the
23	charter schools listed in Priority status to come
24	before us December 17th and 18th 18th, as needed.
25	DR. GOTCHER: Is there a protocol for the 5

	73
1	minutes, the 20 minutes, and questions? Is that
2	is there a set protocol for that, Ms. Clay?
3	MS. CLAY: Yes. You have hearing procedures and
4	it's the same basically as you followed today and
5	yesterday.
6	DR. GOTCHER: Sure.
7	MS. CLAY: It's 20 minutes and 5 minutes
8	rebuttal.
9	MS. BARNES: Good question. I was trying to
10	remember; we don't have them coming back before the
11	academic distress committee already, do we, before
12	this time?
13	CHAIRPERSON COFFMAN: We do not.
14	MS. BARNES: Okay. I just wanted to be sure.
15	DR. SAUNDERS: I'd recommend we look at three on
16	each day.
17	MS. BARNES: I will say that I have a commitment
18	on the 18th, about mid-day.
19	CHAIRPERSON COFFMAN: All right. We have a
20	motion on the floor. Any additional discussion?
21	DR. JONES: I do. I'm sorry; one more comment.
22	They will have access to their PARCC data, so we'll
23	have another measure by that time. So we ask that
24	they bring some of that do the Board too.
25	MS. PFEFFER: Well, and what I was going to ask

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

is if we could provide maybe some instruction or quidelines for the conversation so that it doesn't --I think for me it's going to be about -- based on the fact that you have a charter and each charter is going to look a little different, I thought it's important to look at the student performance and growth in that charter and look at -- then look at the waivers they may have, the goals of their charter, and be able to be, of course, very prescriptive in how we look at things in terms of are you meeting the goals of your charter and what are the waivers that you have and how do you know those waivers are working. And so, that way, I would like to see us maybe develop some kind of document to send them where they can plan how they're going to respond and that will help us facilitate the conversation without it being just wide-open and open-ended where we really don't get down to answers. CHAIRPERSON COFFMAN: I think that's what Ms. Boyd would like for us to do here on this document. MS. PFEFFER: Okay. CHAIRPERSON COFFMAN: Any additional discussion? All those in favor -- oh --MS. CLAY: One thing I would mention on this document, your hearing procedures call for Department

staff to actually do the first presentation of 20 minutes. How that's typically been handled in the past is we have not, unless specifically requested. We provide the information but don't actually do a presentation. If you would like individuals here at the Department to present any material or be available for questions, if you'll let us know that as well.

CHAIRPERSON COFFMAN: I would assume, Ms.

Barnes, that, because these are on the Priority list,
that Dr. Wilde will have 45-day plans and be ready to
give us an update. Would you agree?

MS. BARNES: If he's listening, no. But if not -- yes, I'll have Dr. Wilde available as well as Mr. Louis Ferren, if possible, since he's our Systems Coordinator in School Performance.

MS. PFEFFER: I think just a short presentation for each one giving us kind of just a picture of -- because, you know, some of these charters have been in place for a long time and we don't necessarily know what went into the development of those charters. So just a -- even a short summary before each one would be helpful.

MS. BARNES: Well, now that --

CHAIRPERSON COFFMAN: A brief history of the

	79
1	charter from the Charter Office, in addition
2	MS. PFEFFER: Right. And the work of the School
3	Improvement office, so just
4	MS. BOYD: Ms. Pfeffer, are you wanting the same
5	information like we provide in the background
6	documents we've been giving?
7	MS. PFEFFER: I don't it doesn't have to be
8	anything long and detailed.
9	MS. BOYD: Okay.
10	MS. PFEFFER: But just I'm thinking, you
11	know, a 5-minutes overview of the charter and then a
12	brief update from the School Improvement office as to
13	what's been going on and the responsiveness that
14	they've seen from the schools or improvement that
15	they've seen, and then time for the charter to give
16	us that data. And, again, just some things that we
17	can I think we're going to need to make some
18	decisions.
19	MS. BOYD: Okay.
20	CHAIRPERSON COFFMAN: Are we ready to take a
21	vote on the motion? And then we can follow-up with
22	additional
23	MS. BARNES: With additional dates, right?
24	CHAIRPERSON COFFMAN: The motion was to call all
25	of the listed charter schools, the schools that are

	80
1	in Priority, before this Panel December 17th and
2	18th. And we'll work on Ms. Boyd will work on an
3	agenda. All those in favor of the motion?
4	(UNANIMOUS CHORUS OF AYES)
5	CHAIRPERSON COFFMAN: Any opposed? Motion
6	passed.
7	If we'll take a moment, a couple of things that
8	I heard us say I just want to kind of recap on
9	those dates of the hearing that we will begin with a
10	brief overview of the charter itself, Ms. Boyd.
11	MS. BOYD: Uh-huh.
12	CHAIRPERSON COFFMAN: And that will include when
13	the charter was granted, if there have been renewals,
14	the mission of the charter, the waivers that
15	currently apply to that charter, and just some
16	general information. I'm assuming probably that you
17	have visited all of those.
18	MS. BOYD: Uh-huh.
19	CHAIRPERSON COFFMAN: So just some general
20	information about those charters, because each one of
21	them have a unique plan
22	MS. BOYD: Right.
23	CHAIRPERSON COFFMAN: to serve students. And
24	then, follow that by a report from School
25	Improvement, based on their report say of current

	81
1	of what they've experienced with those schools.
2	MS. BOYD: Okay.
3	CHAIRPERSON COFFMAN: And then as we move toward
4	what we want the schools to bring us, what
5	information would you expect to hear from the schools
6	themselves?
7	DR. SAUNDERS: I think one thing specifically
8	from the schools, I'd like to see we have first
9	of all, we have data within our agency that we would
10	need, such as, I believe, performance on state
11	assessments, looking at possibly five years. So the
12	end-of-school performance report but taking that into
13	consideration with plans for improvement and by
14	that, in particular, historical work they have done
15	in the past to address some of the deficiencies and
16	what their plans are for the future.
17	CHAIRPERSON COFFMAN: I would add to that what
18	they've done in the past and how it has worked.
19	DR. SAUNDERS: Yes.
20	CHAIRPERSON COFFMAN: What those results were.
21	MS. PFEFFER: And what data.
22	CHAIRPERSON COFFMAN: What data has supported
23	that as they move forward.
24	DR. GOTCHER: And I'd like to also ask them to
25	present how they continue to become remain

	82
1	innovative, because the original application and the
2	original mission and vision may have been an
3	innovative method at the time. And as technology and
4	teaching methods have increased, have moved forward,
5	I'd like to know how they are maintaining an
6	innovative process for educating students.
7	DR. SAUNDERS: Also, comparative data with the
8	surrounding districts would be beneficial.
9	DR. GOTCHER: And that should be available,
10	shouldn't it?
11	DR. SAUNDERS: Yes.
12	DR. GOTCHER: Yeah.
13	DR. SAUNDERS: Which we can access.
14	CHAIRPERSON COFFMAN: Ms. Boyd, if you would
15	reference those charter schools back to 6-23-102, the
16	legislative intent of the Quality Charter Schools
17	Act, there are six items listed that they probably
18	need to address. Would you agree?
19	DR. GOTCHER: One more time, please.
20	CHAIRPERSON COFFMAN: The charters would need to
21	address these six items.
22	DR. GOTCHER: Oh, the six legislative intents?
23	CHAIRPERSON COFFMAN: Yes.
24	DR. GOTCHER: Good suggestion.
25	CHAIRPERSON COFFMAN: As in relation to where

they are today, currently, so that we can insure that they've not gotten off track with the mission. Any other comments or recommendations?

MS. BOYD: I have a question. On renewal documents we're currently asking for, I guess, some of the non-academic aspects of the school. I don't know if you guys want to consider that or not. So, for instance, about discipline rates and how that might be affecting -- so, for instance, if they're suspending a lot of students, those students aren't in class; how is that affecting those kinds of things.

CHAIRPERSON COFFMAN: I would agree; any data that supports their serving students. I think as you can tell from the conversations the last two days, we're very concerned that they're serving all the students. So I need them to explain to me why they are an effective charter school in the state of Arkansas; in light of their Priority status, really explain to me why you are an effective charter. And I'll just say Dr. Saunders and I attended the Authorizers Conference in New Orleans and that was one of the things that was really pressed upon us, was to keep effective charters, support effective charters but close down ineffective charters because

it was not serving the needs of students. And that came from the Charter Association itself, and so I think that is our due diligence to insure that we have only effective charters for the State of Arkansas.

If you think of something that we've left off today, if you will contact Ms. Boyd directly and share that with her, I'm sure she'll be in contact with all of these schools. Any additional comments, questions, concerns, thoughts?

DR. GOTCHER: Thinking of the amount of information that we've requested, I think the three days -- or three schools for each day is now quite appropriate. So I think we're headed in the right direction. I just know that's a lot of information but I think we have a great responsibility to hear all of that too. So, that's just a comment.

CHAIRPERSON COFFMAN: I would add one thing to that, is because this is October and we're asking for that presentation in December and everything that we've addressed is something they should be addressing every day --

DR. GOTCHER: That's true.

CHAIRPERSON COFFMAN: -- I would expect that the majority of the presentation will be loaded into the

	03
1	NOVIS agenda ahead of time. So if I can read it, see
2	their PowerPoint slides, see their data charts if
3	everything is put together, I don't think the
4	conversation would have to go extremely long. It's
5	either there or it's not there.
6	DR. GOTCHER: Good suggestion, Madam Chair.
7	DR. JONES: That's a good point. And when they
8	deliver items the day of, we can't give them the
9	attention they deserve. I know that it hasn't I
10	haven't been able to.
11	CHAIRPERSON COFFMAN: Well, it speaks of the
12	lack of organization, which is an issue, in my mind,
13	regarding effectiveness or ineffectiveness.
14	DR. SAUNDERS: I think that we just would it
15	be fair to say to ask for the schools to submit
16	their presentations by December 1st?
17	DR. GOTCHER: It's a month-and-a-half. I think
18	that's appropriate.
19	DR. SAUNDERS: I think much of the information
20	will be coming from us as well, and I do want to
21	extend my support and my division; if there's any
22	data or anything that we could assist with, don't
23	hesitate to let us know.
24	MS. BOYD: Would you have a problem with moving
25	it to December 2nd, just because that's a Wednesday

	86
1	and that's usually when that's when they're used
2	to submitting thing?
3	DR. SAUNDERS: No problem.
4	CHAIRPERSON COFFMAN: Ms. Boyd, we will also
5	count on your expertise on anything that you believe
6	is missing or has been left off that you will add.
7	MS. BOYD: Okay. Thank you, Madam Chair.
8	CHAIRPERSON COFFMAN: Anyone else?
9	DR. SAUNDERS: I do. I just want I want to
10	thank the Charter School thank everybody who works
11	on everything, and Legal, and Communications and
12	everything, because y'all do a lot of work getting
13	ready for this. We do realize that and we appreciate
14	that; very well organized and all the data is there
15	that we need, and I appreciate all that y'all do.
16	MS. BOYD: Thank you, Dr. Saunders.
17	DR. GOTCHER: I'd agree.
18	CHAIRPERSON COFFMAN: Thank you, Panel, and
19	thank you to anyone who's still with us today at
20	10:30.
21	With no additional comments, this meeting I
22	will accept a motion for adjournment.
23	DR. GOTCHER: So moved.
24	MS. BARNES: Second.
25	DR. JONES: Second.

- October 15, 2015

		87
1	CHAIRPERSON COFFMAN: Dr. Gotcher and Ms.	
2	Barnes. All those in favor?	
3	(UNANIMOUS CHORUS OF AYES)	
4	CHAIRPERSON COFFMAN: Thank you very much.	
5		
6	(The meeting was adjourned at 10:32 a.m.)	
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		

CERTIFICATE

STATE	OF	ARKANSAS)	
)	ss.
COUNTY	7 01	7 SALTNE)	

I, SHARON K. HILL, CCR, a Certified Stenomask Reporter and Notary Public before whom the foregoing proceedings was taken, do hereby certify that the same is a true and correct transcription before the Arkansas State Department of Education, Charter Authorizing Panel, in Little Rock, Arkansas, on October 15, 2015, that the said proceedings was reduced to typewritten form by me or under my direction and supervision; and that the foregoing pages constitute a true and correct transcription of all proceedings had in said matter.

I FURTHER CERTIFY that I am neither counsel for, related to, nor employed by any of the parties to this action.

I FURTHER CERTIFY that I have no contract with any parties within this action that affects or has a substantial tendency to affect impartiality, that requires me to relinquish control of an original transcript or copies of the transcript before it is certified and delivered to the custodial agency, or that requires me to provide any service not made available to all parties to the action.

WITNESS, MY HAND AND SEAL, THIS DATE: October 31, 2015.

SHARON K. HILL, CCR Certified Court Reporter Certificate No. 670

	60:3,6,8,10,15;61:9;	AE (6)	34:21;46:11;58:12;	27:22
A	62:17;64:24;65:11,	35:14;39:1;41:13,	61:22;62:15	application (5)
A	24;66:8;67:4,7,10,13,	18,19;44:15	allows (6)	5:4,14;34:1;52:23;
A 2 (1)	15;68:12;82:17	affect (4)	35:24;38:7;51:6,	82:1
A-2 (1)	Action (9)	46:20;50:23;56:1;	22;66:4,13	applies (3)
5:6	5:8,10;29:24;	59:10	Almost (1)	35:14;47:4,9
A-3 (2)	30:13,20;33:24;	affecting (2)	26:6	apply (3)
29:1;30:15 A-4 (1)	52:19;64:12;72:4	83:9,11	alone (1)	44:20;47:2;80:15
33:21	actually (11)	affirm (3)	64:6	appreciate (7)
A-5 (1)	24:22;28:13;45:24;	6:5;34:14;53:12	along (4)	3:13;11:18;28:14;
52:16	54:17;56:3,4,11,12;	AFFIRMATIVELY (3)	15:7;27:6;31:13;	53:19;65:6;86:13,15
AB (1)	61:19;78:1,4	6:8;34:17;53:15	42:24	appropriate (6)
15:20	add (11)	again (13)	alternative (1)	32:14;33:14;50:18;
ability (3)	12:14,16;23:18;	4:17;29:3,16;	38:24	51:12;84:14;85:18
28:3;33:6;59:10	31:6;42:20;56:5;	37:18;44:15,19;	always (7)	approve (9)
able (17)	57:6;69:3;81:17;	59:22;60:15;65:22;	10:15;12:24;13:2,	30:10;31:20;32:2;
7:3;8:10,17,18;	84:18;86:6	70:12;71:7;73:13;	4,6,11;25:9	49:11,18;50:17;
16:9;20:3;24:12,15;	added (1)	79:16	amend (1)	56:24;59:9,9
35:12;36:15,17,19;	54:10	against (1)	75:16	approved (6)
42:19;43:3;65:15;	adding (4)	63:10	amended (2)	5:14,16;34:1,3;
77:9;85:10	12:11;19:16;21:23;	agency (2)	19:14;75:18	52:23;53:1
above (4)	23:17	64:21;81:9	amending (1)	Arbuckle (31)
40:4,6;44:24;65:17	addition (3)	agenda (3)	75:15	53:7,16,18;56:3,11,
academic (8)	12:8;54:10;79:1	5:9;80:3;85:1	amendment (35)	18,20;57:20;59:18, 21;60:23;61:6;62:23,
7:18;19:20;74:9,	additional (16) 4:4;9:3;17:4;	ago (2) 12:24;55:25	3:21,22;4:12;5:2,7,	
11,21;75:2,6;76:11	18:12;23:23;25:13;	agree (4)	11,20;15:4;16:5,20; 25:19,23;26:11;28:1;	25;63:11,13,23; 64:19;65:14,19,21;
ACADEMY (33)	47:16;62:3,4;63:18;	78:12;82:18;83:13;	29:2;30:17,21;33:22;	66:15;67:12,14,19;
5:7,12,15,19,21;	76:20;77:22;79:22,	86:17	34:7;38:10;43:23;	69:25;70:12;71:5,7,
6:3,23;7:15;11:6,14;	23;84:9;86:21	agreeable (1)	49:18;50:18,21,22;	22;72:1
12:1;25:24;31:8,21;	additions (1)	48:13	51:4,8;52:17,20;53:4,	area (3)
32:13;33:22;34:3,12,	55:3	agreement (3)	6,24;54:5;59:8,9	17:14;34:23;56:5
22;36:1,19;37:24;	add-on (1)	12:8;31:6;71:6	amendments (2)	areas (4)
38:23;41:12,15;	75:5	agrees (1)	4:14,22	21:6;42:21;54:16;
44:13,21;48:3,5,10;	address (6)	4:24	amount (1)	56:13
49:13;50:7;51:22 accept (2)	20:2;24:17;64:14;	ahead (5)	84:11	arise (1)
25:16;86:22	81:15;82:18,21	7:12;16:1;21:16;	and/or (1)	60:7
acceptable (4)	addressed (1)	29:12;85:1	75:9	Arkansas (19)
18:9;33:10;51:5,9	84:21	aids (1)	Annette (1)	3:5;5:7,11,15,18;
access (6)	addressing (2)	48:21	14:1	6:3,22;7:15;11:5,13;
17:7;27:14;54:4;	68:23;84:22	ALE (8)	ANSWERED (4)	12:6;23:5;25:23;
58:18;76:22;82:13	ADE (3)	41:1;46:4,5;55:7,9,	6:8;34:17;53:15;	29:8;31:7;42:11;
accommodate (5)	7:3;21:12;27:8	17;56:6,14	63:17	70:24;83:19;84:5
20:18;24:24;35:13;	adjourned (1)	alert (1)	AP (52)	around (4)
36:4;45:12	87:6	64:22	7:1,4,5;8:7,17;	24:6;26:3;43:8;
accomplish (2)	adjournment (1)	ALE's (1)	9:14,21;10:1,5,10,25;	48:22
26:12;27:12	86:22	41:7	11:4,12,21,25;12:3,8,	articulated (1)
accordance (1)	adjust (1)	Alexandra (1)	16;13:1,5,6,17;14:7;	68:4
67:4	42:16	73:4	15:11,20,24;16:4,6,7,	arts (2)
according (2)	advance (1) 7:11	Algebra (3)	21;17:13,22;18:7,9,	7:18;19:19
40:14;46:4	advanced (1)	14:5,6;15:16 aligns (1)	14,16;19:2;20:1,7,17; 22:9,14,21;23:4,11,	aspect (1) 39:12
accordingly (1)	9:17	51:16	12,13,16,21;24:2;	aspects (1)
39:22	advantage (2)	alleviate (1)	26:15;30:19	83:6
accreditation (4)	24:15;28:4	60:6	apart (1)	assessments (1)
22:16;35:3,4;43:25	adverse (1)	allow (7)	21:24	81:11
accredited (1)	59:15	16:21;24:21;37:9;	apologies (1)	assigned (1)
16:13	adversely (1)	45:11;52:1;58:6;70:8	29:25	70:9
achievement (1)	50:22	allowable (1)	apologize (1)	assignments (1)
50:23	advice (2)	62:20	74:24	42:22
across (2)	61:23;63:21	allowed (1)	appearing (3)	assist (2)
17:8,17 Act (22)	advisement (1)	22:14	5:19;34:6;53:3	37:10;85:22
39:7;40:8,14;44:1;	4:2	allowing (5)	appears (1)	assistance (2)
37.1,40.0,14,44.1,		5 . /	, ,	

4:4;49:1	10,17,22,23,25;32:2;	14;34:1;47:8,18;	call (2)	35:24;37:12
assisting (1)	33:12,13;37:21,23;	52:23;59:25;64:14;	77:25;79:24	certified (1)
48:22	38:3,5,22;39:1,3,7;	76:24	called (1)	19:17
Association (1)	44:4,5,7,11;46:21;	body (4)	3:4	Chair (10)
84:2	47:22,24;50:15,16;	7:23;31:4;32:18,22	came (2)	5:13;13:22;19:12;
assume (1)	59:13,14;62:5,7,8;	borne (1)	38:17;84:2	30:4;33:25;45:24;
78:9	64:9,20;69:10,11;	66:8	Campus (3)	52:22;72:9;85:6;86:7
assuming (1)	70:11,18;72:14;73:2,	both (6)	6:20;31:4;35:20	CHAIRPERSON (176)
80:16	9,14,17;74:6,9,13,16,	12:25;19:5;45:8;	can (61)	3:2;4:20;5:5,8,25;
assurance (1)	20,23;75:1;76:9,14,	66:6,22;74:23	4:14;6:12;7:11,13;	6:2,9,14,18,24;7:7,
26:24	17;78:10,13,24;	bottom (1)	10:8,25;13:21;15:10,	10;8:24;9:2,6,8;11:3;
attach (1)	79:23;86:24;87:2	74:8	13;18:7;19:20;20:2,	13:23;14:9,12;18:5;
37:11	Barnes' (2)	Boyd (50)	2;21:2;24:16;25:3;	19:8,11;20:22;22:22,
attend (3)	19:23,24	5:12,13;30:4,6,9,	29:11,12;33:7;35:9;	24;23:1,3,23;25:13,
24:12;58:13;59:1	barrier (3)	14,15,17;31:12;	37:14;40:25;42:8,20,	16,21;26:1,8,13,17,
attended (1)	21:15;25:5,7	33:24,25;43:21,23;	21;43:21;44:23,24;	21;27:5,9,16,24;28:5,
83:21	based (8)	52:21,22;53:23;54:7;	45:5,7,15,17,20;	9,17,20,23;29:4,10,
attention (1)	13:8;24:24;26:22;	72:8,9,15,22;73:5,7,	48:19;51:18;52:18;	14,19,21,23;30:5,8,
85:9	42:16;51:8;60:10;	12,19,25;74:1,8,11,	54:21;55:1,9;59:21;	13,16,20,25;31:9,18,
attorney (2)	77:3;80:25	15,18,21;75:4;77:20;	62:15;64:7;67:24;	23;32:1,6,9,15,19,23;
61:24;68:7	basically (5)	79:4,9,19;80:2,10,11,	68:3,4;70:20;71:12;	33:1,4,8,12,15,17,20,
attorneys (1)	5:3;22:4;69:12;	18,22;81:2;82:14;	72:9,15;73:13,14,14;	23;34:11,18;37:21;
3:20	73:9;76:4	83:4;84:7;85:24;	75:10,12;77:15;	39:5,25;43:13,18,21;
audience (1)	BAUXITE (14)	86:4,7,16	79:17,21;82:13;83:1,	44:5;45:23;48:12,15,
3:11	33:22;34:2,2,5,8,	BRADBERRY (7)	15;85:1	19;49:7,9,14,16,21,
August (1)	10,12,22;44:20,22;	5:24;6:1,10;11:10,	cap (14)	24;50:2,15,20;51:7,
60:3	46:21;47:15;49:12;	15,24;12:4	54:1,7,8;55:15,21,	10,14,20,24;52:4,10,
Authorizers (1)	51:22	break (3)	23;56:23,25,25;57:5;	13,18;53:9,16;55:22;
83:22	become (4)	28:23;52:14,15	58:22,24;59:10;	56:21;57:3,22,25;
Authorizing (4)	5:1;16:9;50:25;	brief (4)	72:23	58:9,14,20,23;59:2,7,
3:3;5:19;34:6;53:4	81:25	7:5;78:25;79:12;	capacities (1)	13,17,19;60:20;61:1,
automatic (1)	begin (3)	80:10	37:8	11;62:2,6,23;63:9,12,
47:18	3:7;5:9;80:9	bring (6)	capacity (2)	16,18;65:8;66:12;
available (11)	beginning (1)	66:1,2;73:24;75:7;	56:1;57:16	68:6;69:5,10;70:19;
8:14;24:12;28:12;	20:12	76:24;81:4	capture (3)	71:5,19,24;72:3,20;
47:11,12;55:5,10,17;	behalf (2)	bringing (1)	56:9,11,12	73:11,20;74:24;
78:7,14;82:9	5:21;6:22	37:14	career (1)	75:20;76:13,19;
avoid (1)	beneficial (2)	brings (3)	57:16	77:19,22;78:9,25;
20:2	35:20;82:8	27:1;33:23;60:12	Carmen (1)	79:20,24;80:5,12,19,
avoided (1)	benefit (1)	broad (1)	30:10	23;81:3,17,20,22;
27:19	45:9	24:1	carried (1)	82:14,20,23,25;
away (3)	Bentonville (3)	brought (1)	26:2	83:13;84:18,24;
27:3;36:8;45:12	15:1,3;24:7	64:11	case (6)	85:11;86:4,8,18;87:1,
AYES (6)	best (3)	brutally (1)	13:13;31:1;35:21;	4
25:25;32:5;49:23;	38:13;51:1,18	70:13	37:16;68:13;69:4	Chair's (1)
57:24;80:4;87:3	better (3)	building (11)	catch (2)	50:24
	11:23;36:19,20	7:20;54:10,23,24,	35:15;50:13	Chairwoman (1)
В	beyond (1)	25;55:4,6,7,13;56:4,7	caught (1)	53:18
	62:24	buildings (1)	70:23	chance (2)
back (17)	BIGGS (6)	65:19	cause (1)	14:8;57:7
4:3;14:10,13;	68:5,6,7,7,24;69:9	bulk (1)	28:11	change (14)
51:23;62:9,16;64:14;	bit (3)	14:16	caution (4)	20:15;21:22;26:15;
70:15;71:2,11,14,15;	36:5;45:22;53:21	BUSINESS (2)	48:17,23;49:2;	30:2,11,11,18;32:16;
73:15,18;75:7;76:10;	blanket (2)	72:2,4	50:24	33:9,11,14;39:20;
82:15	21:16;27:3	C	caveat (1)	60:22,24
background (2)	blended (4)	C	46:24	changes (1)
10:21;79:5	36:13;42:24;43:10;	0.4.1.76	celebrate (1)	64:12
Barnes (81)	46:18	cafeteria (4)	33:17	changing (2)
13:21,23,24;14:1,1,	Blytheville (3)	55:25;56:1,10,12	certain (2)	32:13;60:15
9,11,14,20,22;15:2,	74:18;75:1,5	Cal (1)	35:23;36:4	character (1)
21;16:17;17:16,20,	Board (15)	14:7	certainly (3)	7:20
25;18:2;20:25;21:10;	4:8;5:14;9:13;	Calculus (3)	48:20;64:22;65:6	Charter (86)
22:3;27:9,10,22;31:9,	17:17;19:1,3;22:10,	15:20,22;20:6	certifications (2)	3:3,20,24;4:3,13,

	I	I	I	1
24;5:2,6,11,16,19,21;	CLASSICAL (12)	23;81:3,17,20,22;	18:24;26:7	81:25
7:21;8:4;9:19;12:7,9,	5:7,12,15,18,21;	82:14,20,23,25;	completely (1)	contract (3)
			38:15	5:2,3;70:4
10;21:23;23:11;	6:3,23;7:15;11:5,13;	83:13;84:18,24;		
24:22;29:1,13;31:6;	12:1;25:23	85:11;86:4,8,18;87:1,	compliance (1)	conversation (9)
33:21;34:3,6,7;40:1,	classroom (3)	4	65:11	22:18;43:19;62:10,
25;47:9,13,20;52:16,	20:19;44:3,3	coin (1)	comply (2)	17;63:24;72:12;77:2,
20,25;53:3,5;57:8,17;	classrooms (3)	27:21	70:25;71:1	16;85:4
58:11;59:1,4,23;60:3,	41:17;45:15,16	college (7)	composition (1)	conversations (2)
4,5,9,11,17,24;61:7;	Clay (27)	7:17;8:1,11,13;	17:1	63:23;83:15
63:1;66:3,4,9,13;	3:14,16,16;4:20,	9:13;19:1,3	computer (9)	CONVERSION (5)
68:9;69:2;70:1,14;	23;5:5;25:14,15;	colleges (1)	6:11;11:16,18;	33:21;47:10,15;
71:3,11,16;74:11;	29:10,11;39:25;40:1;	57:15	17:12,13,14;18:6,7,9	52:16,19
				,
75:23;77:4,4,7,9,11;	43:21;47:2,6;48:4,8,	coming (7)	concern (4)	conversions (1)
79:1,1,11,15,25;	10;66:18,19;67:9;	3:8;16:12;19:18;	9:16;26:23;47:25;	74:4
80:10,13,14,15;	70:19,20;76:2,3,7;	47:7;65:3;76:10;	61:19	co-op (1)
82:15,16;83:18,20;	77:24	85:20	concerned (9)	75:11
84:2;86:10	clean (1)	commend (4)	16:20;24:10;27:18;	Coordinator (2)
charter- (1)	45:7	19:14;24:3;50:6;	28:10;44:16;62:13;	61:13;78:16
46:22	clear (5)	57:18	64:9;65:6;83:16	copy (1)
charters (9)	43:22;60:18;69:25;	comment (4)	concerns (7)	70:1
72:7;78:19,22;	70:2,5	19:24;50:4;76:21;	24:5,17;28:10;	core (12)
80:20;82:20;83:24,	clearly (2)	84:17	33:6;58:12;64:15;	13:5,7,9,18;16:23;
25,25;84:4	3:8;71:12	commented (1)	84:10	17:3;19:20;21:6;
charts (1)	close (3)	12:23	conclude (1)	23:11,12;24:2;25:5
85:2	54:20;73:9;83:25	comments (5)	8:24	corner (1)
children (1)	closed (1)	48:15;50:3;83:3;	concludes (1)	54:9
24:8	72:21	84:9;86:21	72:3	Cory (1)
choice (3)	closing (1)	Commissioner's (1)	conclusion (1)	68:7
7:21;24:20;27:3	3:25	18:8	70:22	Counsel (1)
choices (1)	coded (2)	commitment (2)	concur (1)	3:17
57:12	41:12,19	75:11;76:17	33:2	Counsel's (1)
choose (1)	COFFMAN (176)	committed (1)	conditions (1)	39:24
27:2	3:2;4:20;5:5,8,25;	7:16	48:13	count (4)
CHORUS (6)	6:2,9,14,18,24;7:7,	Committee (2)	Conference (1)	16:21;22:14;66:10;
25:25;32:5;49:23;	10;8:24;9:2,6,8;11:3;	72:5;76:11	83:22	86:5
57:24;80:4;87:3	13:23;14:9,12;18:5;	commons (1)	confused (3)	couple (5)
Chris (2)	19:8,11;20:22;22:22,	56:5	16:18;38:22;45:4	4:13;45:14;55:25;
				66:6;80:7
5:24,25	24;23:1,3,23;25:13,	communicate (2)	confusion (2)	
Christopher (2)	16,21;26:1,8,13,17,	21:12;22:12	60:7;61:8	course (40)
5:22;6:20	21;27:5,9,16,24;28:5,	Communications (1)	congratulations (2)	7:4,5;8:7,7,20,21;
clarification (2)	9,17,20,23;29:4,10,	86:11	52:5;59:17	10:10,16,24,24;12:3,
66:8;71:20	14,19,21,23;30:5,8,	community (2)	consider (6)	25;13:6,17,18;14:5;
clarify (3)	13,16,20,25;31:9,18,	7:24;8:12	15:7;30:23;60:8;	15:11,11,19;16:4,21;
42:9;43:14;44:6	23;32:1,6,9,15,19,23;	comparative (1)	61:25;71:24;83:7	17:22;18:24;20:1,17;
clarity (5)	33:1,4,8,12,15,17,20,	82:7	consideration (1)	21:8,9;22:6,8,9,15,
28:13;61:3,18;	23;34:11,18;37:21;	compared (1)	81:13	15,21;23:18;25:8;
65:7;71:17	39:5,25;43:13,18,21;	54:14	considered (1)	37:1;42:17;43:2,4;
class (43)	44:5;45:23;48:12,15,	comparing (1)	30:1	77:9
19:23;35:1,10;	19;49:7,9,14,16,21,	24:7	consistently (1)	courses (58)
36:24;37:5;39:13;	24;50:2,15,20;51:7,	compensate (5)	62:21	7:2,2,4;9:14;10:3,
40:4,6,7,21;41:1,7,	10,14,20,24;52:4,10,	39:22;67:4;68:17;	consult (1)	4,12,13,22;11:4,13,
			61:24	
15;42:1;44:8,18;	13,18;53:9,16;55:22;	69:16,18		21,25;12:9,12,16,19,
45:2,5,9,10,17;46:8;	56:21;57:3,22,25;	compensated (1)	consulting (1)	24;13:2;14:3;15:17,
47:13;49:12;51:6;	58:9,14,20,23;59:2,7,	63:14	61:15	24;16:2,7,8,11,22;
59:24;60:1,14;63:6;	13,17,19;60:20;61:1,	compensating (8)	contact (2)	17:6,21,21;18:14,16,
65:12,25;66:5,14,21,	11;62:2,6,23;63:9,12,	38:18,21;40:3,5,	84:7,8	21;19:20;21:5;22:20;
23;68:10,16,23;70:3,	16,18;65:8;66:12;	13;62:17;65:12;	content (1)	23:4,11,12,13,16,17,
6,7;71:12;83:11	68:6;69:5,10;70:19;	67:15	29:7	21;24:11;26:15,25;
classes (14)	71:5,19,24;72:3,20;	compensation (10)	context (1)	27:14;30:19;42:15,
9:17;17:4;24:2,2;	73:11,20;74:24;	38:9;39:8;40:11;	54:13	18,20;43:2;47:4;
25:5;27:8;35:2,9,11,	75:20;76:13,19;	61:17,22;62:10,14;	continue (7)	48:8;49:13;51:9,12,
			· · · · · · · · · · · · · · · · · · ·	
			10:19:21:5:31:5:	23
17;41:11;44:25;	77:19,22;78:9,25;	65:1;68:13;69:22	10:19;21:5;31:5; 34:24:37:14:51:1:	23 Covenant (3)
			10:19;21:5;31:5; 34:24;37:14;51:1;	23 Covenant (3)

				,
74:18;75:1,5	36:25;83:15;84:13	devices (1)	documents (2)	
cover (2)	December (8)	3:6	79:6;83:5	\mathbf{E}
60:10,14	72:6;75:9,12,24;	different (9)	done (6)	
covered (1)	80:1;84:20;85:16,25	4:14,25;36:10,16;	7:12;19:21;57:17;	earlier (1)
67:21	decide (1)	41:8,11;42:21;62:22;	64:17;81:14,18	38:6
create (2)	16:6	77:5	door (1)	earn (3)
22:12;42:21	decides (1)	differentiate (1)	54:12	7:25;8:11,13
created (1)	71:9	20:17	doors (2)	easier (1)
20:14	decision (3)	differently (1)	9:20;47:16	20:13
creating (2)	4:8,10;29:19	60:16	down (7)	easy (1)
42:11;57:12	decisions (3)	difficult (2)	6:11,13;11:16;	42:19
credit (12)	33:7;51:1;79:18	8:6;20:15	49:20;68:15;77:18;	ed (2)
8:1,11,13;18:15,16,	defer (2) 14:24;23:14	difficulty (1) 69:20	83:25 Dr. (210)	24:6;50:8
21,23;36:23;37:1,7; 38:11,14	deficiencies (1)	diligence (1)	Dr (210) 9:9,11,13;10:6,11,	edit (1)
critical (1)	81:15	84:3	17,20;11:2;18:5,6,12,	42:20
7:19	define (1)	direct (2)	22;19:5,7,8,12,17;	edited (1)
C's (1)	18:25	42:25;46:25	20:9,20;23:3,4,7,9,	42:15
10:7	deliver (3)	directed (1)	19,24,25;25:3,12,20,	educating (1)
cumbersome (1)	36:12;43:7;85:8	53:24	22;26:5,6,8,10;27:16,	82:6
22:17	delivered (4)	direction (3)	17,24,25;31:20;32:2,	Education (11)
curiosity (1)	36:14;42:17;43:5;	30:7;70:13;84:15	11,12;33:4,5,8,9;	3:5,17;5:14;7:17;
7:19	51:5	directions (1)	39:5,6,15,24;40:13,	31:7;34:1;36:8;
current (27)	delivery (1)	4:21	17,20,23,25;41:6,18,	41:14;49:4;54:21; 63:5
5:20;12:7,9,10,13;	51:17	directly (1)	21,23,24,25;42:3,4,6,	educational (1)
19:9;20:12;21:13,24;	demographically (1)	84:7	8,24;43:11,15;44:9;	7:23
27:20;34:7;53:5;	54:20	Director (2)	45:7,23,24;46:3,7,17,	effect (2)
55:4,13,15;60:9,13,	demonstrated (1)	6:21;34:9	19,22;47:5,21,23;	30:11;31:14
17,22,24;61:18;66:3,	56:17	directors (1)	48:7,9,11;49:11,15,	effective (6)
3,13;69:8;70:1;80:25	denial (1)	60:4	16,17,20;50:4,10,20,	57:8;83:18,20,24,
currently (24)	26:14	discipline (1)	21;51:3,3,4,24,25;	24;84:4
11:5,12,21,25;	deny (5)	83:8	53:7,16,18;55:23,24;	effectively (2)
12:5;14:16;18:7;	25:18,22;26:11;	discuss (1)	56:3,9,11,16,18,19,	59:11,12
24:21;26:15;38:12;	27:11,17	72:6	20,24;57:4,6,9,10,20,	effectiveness (1)
54:7,23;55:6,8;56:6,	denying (2)	discussion (8)	21;58:3,4;59:2,3,7,8,	85:13
14;59:23;66:4,20;	26:18;27:25	3:25;32:3;44:25;	18,21;60:20,21,23;	either (5)
67:20;71:13;80:15;	Department (6)	49:21;57:5,22;76:20;	61:1,3,6,10;62:1,23,	9:7;29:11;43:6;
83:1,5	3:5,17;4:5;31:7;	77:22	25;63:11,13,19,20,	60:25;85:5
curriculum (10)	77:25;78:6	distress (6)	23,24;64:4,7,10,11, 16,17,19;65:14,19,	electronic (1)
8:4;17:4;19:15; 34:9;36:12;46:1,14,	depend (1) 20:10	74:9,11,21;75:3,6; 76:11	21;66:15;67:12,14,	3:6
15,16,25	depending (1)	District (26)	19,23;68:21;69:25;	eliminating (1)
Curtis (1)	47:3	14:19;15:1,6;17:9;	70:12;71:5,7,22;72:1,	25:4
14:24	depends (2)	22:1,11;24:7;33:21;	18,21;73:1,3,6,8,16;	else (6)
17.27	40:10;43:1	34:2,5;47:10,15;	75:7,10,14,15,16,18,	27:7,11;33:3;
D	deserve (2)	48:1;52:16,19,24;	19,21,21,25;76:6,15,	44:20;65:10;86:8
	49:4;85:9	53:3;54:14,19;55:8,	21;78:11,14;81:7,19,	email (4) 60:5,10;61:14,18
Darr (1)	designed (1)	16;58:16;63:21;65:1;	24;82:7,9,11,12,13,	embedded (2)
63:24	24:14	69:17;74:4	19,22,24;83:21;	44:9,10
data (13)	desire (2)	districts (5)	84:11,23;85:6,7,14,	employment (1)
46:5;58:17;73:23;	22:21;64:2	14:17;17:8;48:1;	17,19;86:3,9,16,17,	61:22
76:22;79:16;81:9,21,	detail (1)	73:24;82:8	23,25;87:1	encouraged (1)
22;82:7;83:13;85:2,	18:3	diverse (2)	draw (1)	22:5
22;86:14	detailed (1)	57:10;59:4	14:16	end (2)
date (1)	79:8	Division (2)	drawing (1)	50:13;72:5
72:6	determination (1)	61:13;85:21	15:6	end-of-school (1)
dates (3)	13:1	doc (2)	drive (1)	81:12
73:22;79:23;80:9	determine (2)	4:6;72:12	70:23	English (10)
day (11)	15:25;69:20	Docs (1)	due (3)	10:14,16;13:10;
35:8;36:1,3;37:16;	develop (1)	73:8	32:14;58:10;84:3	16:24,24,24,24,25;
39:17;68:14,19;	77:14	document (5)	during (2)	54:17,18
				1
76:16;84:13,22;85:8 days (3)	development (1) 78:21	72:22;74:2;77:14, 20,25	36:3;59:25	enroll (6)

22;25:6;28:11	53:21	feedback (1)	81:23;82:4	75:14;76:9;82:24;
enrolling (1)	excuse (2)	6:12	fostering (1)	85:6,7
27:14	6:17;22:3	feel (7)	7:19	Google (3)
enrollment (15)	existed (2)	21:14;27:18,22;	found (2)	4:6;72:12;73:8
5:17;34:4;53:2;	56:5,6	28:2,13;50:22;66:17	43:7;50:6	Gotcha (1)
54:1,6,8;55:13,14,21,	existing (2)	feet (2)	four (4)	62:1
23;56:22,25,25;57:5;	54:11;55:3	55:5,11	18:8;23:10,12;74:5	Gotcher (71)
58:22	exists (2)	felt (2)	fourth (2)	19:8,12;20:9,20;
enter (1)	27:8;56:6	33:10;70:13	41:21,24	26:5,6;27:16,17;33:8,
38:9 entertain (4)	expand (1) 59:5	Ferren (1) 78:15	free (1) 69:21	9;41:21,24;42:3; 43:15;44:9;45:23,24;
49:9;55:20;56:22;	expansion (1)	few (3)	free-and-reduced (1)	46:3,7,17,19,22;47:5,
62:3	32:14	15:13;35:5;54:15	24:9	21,23;48:7,9,11;
entire (4)	expansive (5)	fewer (1)	front (1)	49:15,17;50:20,21;
31:4;32:17,21;	17:24,25;18:2;	8:5	54:12	51:3;55:23,24;56:9,
66:21	27:13,23	fields (1)	full (1)	16,19;57:9,21;59:7,8;
environment (6)	expect (3)	57:16	56:15	61:2,3,10;62:1;63:19,
38:24;44:15;45:25;	52:5;81:5;84:24	figure (1)	full-time (1)	20;64:4,10,16;67:23;
50:11;52:3;58:8	expectation (1)	36:17	41:14	72:18,21;73:8;75:14,
equitable (2)	23:20	figured (1)	further (1)	25;76:6;81:24;82:9,
17:7;27:14	experienced (1) 81:1	74:13	46:19	12,19,22,24;84:11,
especially (2) 21:21;22:18	expertise (1)	fine (1) 39:20	furthermore (2) 27:21;38:23	23;85:6,17;86:17,23; 87:1
essence (1)	86:5	first (5)	future (7)	Government (2)
67:6	explain (4)	12:3;53:25;54:6;	7:16;34:23;35:22;	8:18,19
essentially (3)	3:15,22;83:17,20	78:1;81:8	67:3;68:14;71:1;	grade (5)
21:4;24:1;42:18	extend (3)	fit (2)	81:16	12:5,6;23:6,6;
European (1)	60:9,13;85:21	9:18;32:17		32:14
13:17	extended (1)	fits (1)	G	grades (11)
Even (9)	35:8	31:4		5:17;21:23;23:18;
13:5;38:19;44:20;	extending (1)	five (1)	gained (1)	31:5,6;34:4;35:1;
47:19;48:5;63:8;	70:7	81:11	28:17	38:8;44:19;53:1;
68:10;71:1;78:22	extra (5)	flexibility (3)	gave (3)	62:18
event (1) 4:11	19:16;22:11;35:10; 40:11;61:17	21:21;35:21;70:8 floor (1)	4:21;29:8;42:18	graduate (1) 35:15
everybody (4)	extremely (1)	76:20	geared (1) 44:15	graduation (1)
33:3;65:10;71:4;	85:4	fluctuates (1)	General (6)	8:1
86:10	0011	36:4	3:16;17:24;22:20;	grant (6)
everyone (5)	\mathbf{F}	focused (1)	41:13;80:16,19	17:3;46:7,9;47:3,
3:5;27:7,11;61:15;		7:17	gentle (1)	18;59:25
73:21	facilitate (2)	folder (6)	48:16	granted (6)
exactly (1)	72:12;77:16	72:10,15,20;73:4,5,	Gentlemen (1)	15:5;22:10;31:11;
43:15	facilities (1)	12	3:2	38:1;47:14;80:13
example (4)	45:13	follow (4)	gifted (1)	granting (5)
8:17;17:12;19:18; 56:13	fact (6)	3:25;29:9;64:2; 80:24	50:8	16:5,20;47:14;
exceed (7)	15:4;22:18;45:1; 58:11;61:25;77:4	followed (1)	given (2) 8:7;71:17	64:24;69:20 great (6)
38:8;44:24;46:8;	fair (1)	76:4	gives (1)	24:4,16;48:14;
64:25;69:13,14,16	85:15	following (4)	35:21	52:5,7;84:16
excel (1)	fairly (3)	7:24;31:15;39:6;	giving (3)	greater (1)
19:18	22:2,4;54:20	41:25	17:20;78:18;79:6	62:14
except (1)	far (6)	follow-up (3)	goal (3)	greatly (1)
67:7	13:9;18:2;34:21;	20:23;68:21;79:21	37:12;49:6;63:4	53:19
exception (1)	47:6;65:11;67:15	footage (2)	goals (4)	group (1)
3:19	favor (18)	55:2,12	27:12;51:16;77:8,	51:13
exceptional (2)	25:24;26:10,18;	form (1)	11	grow (3)
10:8;59:4	27:10,25;32:4,12,20,	27:23 forman (1)	goes (2)	34:24;37:14;58:16
excess (4) 39:9;40:14;45:3;	24;33:13;49:22; 50:16;51:11;57:23;	former (1) 54:24	18:13;41:4 Good (17)	grown (1) 45:13
69:19	59:14;77:23;80:3;	forth (1)	3:16;9:11,12;	growth (1)
exchange (1)	87:2	28:14	13:24,25;28:20;	77:7
7:4	Federal (1)	forward (5)	33:15;36:22;47:5;	guess (8)
exciting (1)	34:9	12:12;43:13;59:19;	58:15;68:11;70:15;	20:20;21:16;25:4;
- · ·				

CHARTER AUTHORI	ZINGTANEL	1	1	October 13, 2013
29:17;38:6;39:18;	helpful (6)	81:13	18:15;67:1,14,19	14:12
64:4;83:5	14:10,11;17:11,15,	include (2)	intents (1)	kid (1)
guidance (1)	17;78:23	69:7;80:12	82:22	43:9
37:3			interesting (1)	
	helps (3)	incoming (1)		kids (19)
guidelines (1)	41:17;47:24;68:20	27:21	50:7	9:15;13:16;20:4;
77:2	hesitant (1)	increase (14)	into (13)	35:15;36:4;38:14;
guy (1)	15:12	19:22;46:4,11;	9:15;13:15;15:24;	43:8;45:9,12,20;
29:4	hesitate (1)	50:22;55:14,25;	16:19;24:21;25:2;	46:5;48:24,25;49:3;
guys (10)	85:23	56:25;57:4;58:24;	32:10;38:9;55:4;	51:1;52:11;56:17;
30:10;34:20;35:4;	Hey (1)	59:10,14;60:1;63:2,7	68:18;78:21;81:12;	58:13;68:1
37:18;38:1;39:19,23;	71:14	increased (3)	84:25	kind (12)
52:9,12;83:7	high (20)	56:22;68:2;82:4	issue (6)	20:1;24:25;25:1;
gymnasium (1)	8:1,2,13;35:19,25;	increasing (7)	37:13;61:20,22;	36:17,19;39:10;43:7;
56:13	41:16;45:2;48:2;	20:3;27:19;45:9,	68:18;69:23;85:12	46:10;74:2;77:14;
-	52:17,21,24;53:10,	25;58:22,25;64:5	issues (3)	78:18;80:8
\mathbf{H}	22;54:13,19;55:1,19;	independently (1)	25:14;28:1;58:22	kinds (2)
	57:1;63:4;65:15	48:21	Item (7)	56:15;83:11
hand (3)	high-achieving (1)	indicated (2)	5:8,10;29:24;	kitchen (1)
6:5;34:13;53:11	8:3	53:23;54:7	30:14,20;33:24;	56:15
handled (1)	higher (4)	indicating (1)	52:19	knew (1)
78:2	10:1,3;62:18;65:12	60:5	items (4)	37:3
Hang (1)	highest (2)	individual (1)	72:4;82:17,21;85:8	knowledge (1)
72:17	12:5;23:6	70:6	IV (1)	65:14
hanging (1)	highly (1)	individuals (1)	16:24	03.11
69:23	57:7	78:5	10.24	${f L}$
happen (1)	historical (1)	ineffective (1)	J	
35:24	81:14	83:25	J	look (1)
	History (7)	ineffectiveness (1)	I(1)	lack (1) 85:12
happening (1)			January (1)	
53:22	13:6,7,7,17,18;	85:13	52:25 Target (57)	Ladies (1)
happens (1)	63:13;78:25	information (14)	Jones (57)	3:2
15:22	honest (1)	4:4,9;17:2;30:9;	9:10,11,13;10:6,11,	Language (2)
happy (2)	70:13	71:16;74:3;78:4;	17,20;11:2;18:5,6,12,	54:17,18
4:18;37:19	honestly (2)	79:5;80:16,20;81:5;	22;19:5,7;23:3,4,7,9,	large (1)
hard (2)	63:6;66:10	84:12,15;85:19	19;25:20,22;26:8,10;	44:25
24:25;25:1	honor (1)	initial (1)	31:20;32:2,11,12;	larger (3)
head (1)	16:14	59:25	40:25;41:6,18,23,25;	51:6,12;62:19
49:20	hope (1)	innovative (3)	42:4,6,8,24;43:11;	last (2)
headed (1)	65:23	82:1,3,6	51:3,4;56:24;57:4,6,	70:8;83:15
84:14	house (1)	inquiry (1)	10;59:2,3;64:7,11,17;	later (1)
heads-up (1)	54:25	59:25	73:3,6;75:10,16,19,	4:2
53:5	houses (2)	inside (3)	21;76:21;85:7;86:25	law (6)
hear (8)	54:23;55:7	20:18;44:10;72:22	Jones' (1)	18:9,22;39:12;
3:9,11;11:10;	_	instance (2)	19:17	61:16,16;64:12
15:13;73:21;74:24;	I	83:8,9	Jordan (1)	leaders (2)
81:5;84:16		instead (3)	30:10	7:16;60:4
heard (4)	idea (2)	8:19;10:2;31:5	July (1)	leadership (1)
28:6;66:23;69:6;	23:25;70:15	instruction (12)	30:12	57:19
80:8	identified (1)	20:17;25:10;34:9;		Learners (2)
hearing (8)	8:3	36:8,14;37:3;42:25;	K	54:17,18
3:17;11:16;62:21;	identify (1)	47:1;50:19;51:5,13;		learning (8)
65:4,10;76:3;77:25;	64:24	77:1	K-12 (1)	7:21;36:13;38:24;
80:9	II (4)	instructions (1)	5:17	57:11,12;58:7;59:15;
hearings (2)	14:5,6;15:16;16:24	39:10	keep (1)	61:14
5:4;72:23	III (1)	insure (6)	83:24	leaves (1)
held (1)	16:24	22:5;49:2;61:8;	Keepers (3)	35:23
5:1	impact (2)	63:4;83:1;84:3	74:18;75:1,6	leeway (1)
		intelligent (1)	keeping (1)	35:18
help (23)	22:16:59:15			
help (23) 4:18:8:9:13:21:	22:16;59:15 impacted (1)		17:17	left (2)
4:18;8:9;13:21;	impacted (1)	7:19	17:17 Kendra (1)	left (2) 84:6:86:6
4:18;8:9;13:21; 35:6,6,17;36:2,15,20;	impacted (1) 64:23	7:19 intend (3)	Kendra (1)	84:6;86:6
4:18;8:9;13:21; 35:6,6,17;36:2,15,20; 37:3,10;43:8,9,22;	impacted (1) 64:23 important (1)	7:19 intend (3) 16:3;55:16;69:18	Kendra (1) 3:16	84:6;86:6 Legal (13)
4:18;8:9;13:21; 35:6,6,17;36:2,15,20; 37:3,10;43:8,9,22; 45:6,21;47:23;61:21;	impacted (1) 64:23 important (1) 77:6	7:19 intend (3) 16:3;55:16;69:18 intent (1)	Kendra (1) 3:16 Kersey (1)	84:6;86:6 Legal (13) 46:10,19;61:15,23;
4:18;8:9;13:21; 35:6,6,17;36:2,15,20; 37:3,10;43:8,9,22;	impacted (1) 64:23 important (1)	7:19 intend (3) 16:3;55:16;69:18	Kendra (1) 3:16	84:6;86:6 Legal (13)

86:11	65:8,9	makes (1)	3:3,10;4:2;28:18;	more (44)
legislation (8)	load (20)	20:13	71:17;72:5;77:11;	4:9;8:4;10:6;
38:7;60:19;61:9;	19:22;23:18;38:9;	making (1)	86:21;87:6	15:13;16:21;17:2;
66:2,2;67:22;69:8,15	40:15;60:2,16;62:13,	62:8	Members (1)	18:3;19:15;20:6,8;
legislative (2)	14,19;63:3,5,7;65:16,	manageable (1)	53:19	22:19;24:15;26:6;
82:16,22	25;66:7,21,23,25;	52:2	Memo (1)	35:6,16,17,25;36:7,
LEP (1)	67:1,18	mandates (1)	18:8	20;37:14,15,19;
24:9	loaded (1)	21:24	mention (1)	38:20;43:2;44:25;
less (2)	84:25	manner (1)	77:24	45:17,21;48:5,16;
36:9;37:5	loads (4)	58:18	method (1)	51:23;52:1;54:18;
lesson (1)	19:16;61:18;62:24;	many (6)	82:3	56:5,9,12;58:6,13;
43:7	65:13	11:4;16:2;17:5,21;	methods (1)	59:6;61:5;63:14;
Lester (11)	located (1)	36:25;44:15	82:4	70:8,9;76:21;82:19
22:22,23;26:13,14;	35:20	March (1)	microphone (2)	morning (5)
32:15,16;44:10;51:7,	long (4)	34:3	3:8,13	3:16;9:11,12;
8;58:23,24	46:3;78:20;79:8;	Mary (1)	mid-day (1)	13:24,25
letter (1)	85:4	61:13	76:18	most (1)
68:8	look (11)	master (3)	Middle (7)	69:7
level (5)	14:4;15:15;17:4;	19:21;20:13,15	6:21;29:2;31:2,5;	mostly (1)
10:1,3;31:6;45:10;	54:14;72:15;76:15;	material (2)	32:13;54:24;56:7	13:8
65:16	77:5,6,7,7,10	37:4;78:6	mid-year (1)	motion (51)
liberal (2)	looked (1)	materials (1)	20:14	25:17,18,21;26:1,
7:17;19:19	14:4	4:25	might (10)	10,22;27:6,10,17;
license (1)	looking (14)	math (1)	8:16;13:17;28:11;	31:20;32:1,6,12,16,
50:24	14:2;15:4;16:3;	13:10	34:23;35:11;60:7;	20,24;33:2,9,13;
lifelong (1)	18:13;19:13;23:25;	math's (1)	65:15;67:3;68:17;	49:10,11,17,17,24;
7:20	24:4;50:5,11;51:17;	15:23	83:9	50:16;51:9,11,15,21,
light (2)	55:8;60:2;72:18;	matter (1)	mind (3)	25;56:22,24;57:3,23,
22:18;83:19	81:11	4:2	38:20;62:9;85:12	25;58:5,10,21;59:3,9;
limit (5)	lost (1)	maximum (8)	MINER (18)	62:3;75:7,15,16,20;
28:3;34:23;35:1;	43:18	5:17;34:4;38:8;	33:22;34:2,12,22;	76:20;79:21,24;80:3,
70:6;75:12	lot (16)	44:18;53:1;62:19;	36:1,19;37:24;38:23;	5;86:22
limitation (1)	9:23;13:16;21:22;	64:25;67:17	41:12,15;44:13,20;	move (5)
28:10	36:11,12,14,23;37:2;	may (29)	46:15;48:3,5,10;	43:13;55:17;59:19;
limitations (1)	43:3,5,8,9;63:6;	3:9,11;4:1;6:18;	49:13;51:22	81:3,23
9:15	83:10;84:15;86:12	9:20,25;10:1;13:12;	minute (2)	moved (2)
limited (2)	Louis (1)	16:12,19;18:3;19:18,	12:24;72:25	82:4;86:23
37:17;41:3	78:15	19;20:1,8;21:1,25;	minutes (8)	moving (2)
line (5)	lower (1)	22:10,21;24:25;25:6;	3:21,23,24;76:1,1,	48:22;85:24
14:14;22:19;66:1,	45:10	36:25;44:4;45:2;	7,7;78:2	Mrs (1)
2;70:8	luck (2)	47:12;64:22;68:22;	MISCELLANEOUS (1)	19:23
lines (1)	28:20;33:15	77:8;82:2	72:2	much (17)
27:7	lunch (1)	maybe (11)	missed (1)	3:14;14:2;16:5;
list (7)	24:9	13:21;35:24;36:3,	36:25	21:15;30:24;32:8;
12:21,22;72:7;	M	20;41:8;45:5;46:19;	missing (1)	33:19;37:2;43:1;
73:22,23;74:4;78:10 listed (6)	1/1	72:15;74:16;77:1,14	86:6 mission (9)	44:21;47:25;48:1,24;
32:25;75:8,22,23;	ma'am (16)	mean (7) 10:14;12:11;16:17;	7:15;9:18,18;	52:12;57:15;85:19; 87:4
79:25;82:17	31:16;37:25;38:4,	23:11;40:9;44:7;	15:14;17:18;28:14;	multiple (4)
19.25,82.17 listening (3)	12,25;39:2;41:2;	59:11	80:14;82:2;83:2	4:11,12;35:11;
6:10;37:19;78:13	42:5,7,13;48:9;49:5;	meantime (1)	modifications (1)	50:18
Little (15)	62:25;66:15;74:8,22	69:14	55:3	must (3)
6:21;14:18,18;	Madam (12)	measure (1)	moment (4)	9:19;23:10;29:9
16:17;17:2;22:11;	5:13;13:22;19:12;	76:23	26:2;50:3;58:1;	mute (1)
26:6;29:2,7;31:2;	30:4;33:25;45:24;	mechanism (9)	80:7	11:17
35:17;43:18;53:21;	50:23;52:22;53:18;	21:1,3,7,18;26:12,	monitor (2)	muttered (1)
54:13;77:5	72:9;85:6;86:7	19;27:1,11;44:23	37:10;45:20	35:3
live-streamed (1)	main (1)	mechanisms (1)	monitoring (1)	33.3
3:10	47:25	38:11	46:1	N
Liwo (14)	maintaining (1)	meet (4)	month-and-a-half (1)	
23:1,2;26:17,18;	82:5	16:18;18:9;28:13;	85:17	name (10)
32:19,20;51:10,11;	majority (3)	42:15	Moore (3)	3:12;6:19;30:2,18;
58:20,21;63:16,17;	14:25;15:3;84:25	meeting (9)	65:14,18,20	31:4,8;32:13,17;
	,,	8 (/	, , -	, , , , , , , , , , , , , , , , , , , ,

33:10,18	25:23;29:8;54:9;	12;64:13;65:24,25;	organized (1)	parties (1)
name- (1)	70:24	66:17;68:15;74:16;	86:14	3:22
30:10	note (1)	76:21;77:24;78:18,	original (7)	parts (6)
name-change (8)	75:4	23;80:20;81:7;82:19;	63:1;71:3,11,16;	30:15,17;53:6,23;
30:7,23;31:1,3,21;	noted (1)	83:23;84:18	73:3;82:1,2	54:24;65:24
32:3,17,21	16:25	one-hundred (1)	Orleans (1)	pass (1)
necessarily (3)	notes (1)	66:24	83:22	37:5
29:15;65:2;78:20	6:17	one-to- (1)	others (1)	passage (2)
necessary (7)	notice (1)	43:9	17:5	60:3,6
13:14;21:19;27:20;	69:2	online (20)	otherwise (2)	passed (6)
39:20,21;40:5;64:5	noticed (1)	6:10;36:12;42:9,	53:24;64:18	32:7;49:25;58:1;
need (46)	34:23	12;46:1,12,14,25;	out (15)	61:16;69:15;80:6
3:20;4:11,17;5:23;	November (1)	47:4;48:7,8,21;49:13,	13:22;15:24;18:4;	passion (1)
8:5;10:15,23;12:25;	5:15		26:23;36:17;54:17;	7:20
		18;51:5,9,12,13,16,		
16:13,14;17:2;22:19;	NOVIS (1)	22	55:17;61:14,21;	past (7)
24:25,25;25:10;	85:1	only (16)	62:16;66:8;68:9;	10:8;35:13,18;
28:23;35:5,16;36:6;	number (6)	9:17;41:21,23;	69:2;72:11,16	45:14;78:3;81:15,18
37:2;39:15;40:7,8;	8:8;28:2;39:16;	44:2;45:19;46:5,14;	outside (1)	pause (1)
43:14;45:4;46:14;	49:5;50:8;70:2	47:2,4,9;48:6,22;	56:17	17:20
48:25;59:5;65:2,9;	, ,		over (6)	
	numbers (3)	66:5;70:3;75:2;84:4		payments (1)
66:17;67:2,5;68:1,	24:4;50:5;54:21	open (4)	45:14;55:10;61:17,	63:10
14;69:16;70:21;73:2,	NWAC (1)	6:17;9:20;16:22;	22;67:1,17	per (2)
9,22;79:17;81:10;	57:14	47:16	overload (1)	31:6;66:10
82:18,20;83:17;		opened (1)	48:24	percent (1)
86:15	0	55:2	over-sized (1)	24:9
	0			
needed (11)		open-ended (1)	37:8	percentage (2)
9:25;21:24;27:14;	obvious (1)	77:17	overview (2)	37:6;54:16
28:13;40:18,21;	58:16	OPEN-ENROLLMENT (7)	79:11;80:10	performance (5)
48:22;65:7;71:10;	obviously (1)	5:6,10;9:14;29:1;	own (3)	24:3;77:6;78:16;
73:17;75:24	67:25	47:9,13,19	42:11,22;61:24	81:10,12
needing (1)	October (2)	open-enrollments (1)	12.11,22,01.21	periods (1)
44:2	3:3;84:19	74:5	P	37:15
			1	
needs (7)	Odysseyware (1)	opening (3)		permission (4)
needs (7) 7:23;10:23;16:18;	Odysseyware (1) 42:14	opening (3) 15:24;45:16;54:11	page (2)	permission (4) 6:16;15:12;21:12;
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1	Odysseyware (1) 42:14 off (5)	opening (3) 15:24;45:16;54:11 operate (2)	page (2) 15:20;65:10	permission (4) 6:16;15:12;21:12; 22:9
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24	page (2) 15:20;65:10 pages (1)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1)	page (2) 15:20;65:10 pages (1) 4:10	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35)	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24	page (2) 15:20;65:10 pages (1) 4:10 Panel (19)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20;	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24,	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3)	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9;	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35)	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24	page (2) 15:20;65:10 pages (1) 4:10 Panel (19)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20,	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6;	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12,	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16)	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6;	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1;	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20,	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6;	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25;	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16;	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1;	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8;	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15,	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15;	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15,	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2)	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13)	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7,
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19;	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20;
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2)	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1;	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25;
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10;	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22;
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9)	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15;
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10;	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22;
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3)	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15;
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11,
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1)	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4)	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25;
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7,
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21 nor (2)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12 Once (1)	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14 optional (1)	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9) 5:1;7:2;14:14;	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7, 10;81:21
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21 nor (2) 60:1;63:2	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12 Once (1) 22:6	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14 optional (1) 10:4	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9) 5:1;7:2;14:14; 16:10;30:3;45:4;	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7, 10;81:21 phase (2)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21 nor (2)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12 Once (1)	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14 optional (1)	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9) 5:1;7:2;14:14;	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7, 10;81:21
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21 nor (2) 60:1;63:2	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12 Once (1) 22:6	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14 optional (1) 10:4	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9) 5:1;7:2;14:14; 16:10;30:3;45:4; 58:7;66:22;69:21	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7, 10;81:21 phase (2)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21 nor (2) 60:1;63:2 normal (1) 36:21	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12 Once (1) 22:6 one (34) 4:15;16:21;18:10;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14 options (2) 13:5;38:16	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9) 5:1;7:2;14:14; 16:10;30:3;45:4; 58:7;66:22;69:21 participate (2)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7, 10;81:21 phase (2) 23:17,20 philosophy (1)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21 nor (2) 60:1;63:2 normal (1) 36:21 NORTHWEST (17)	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12 Once (1) 22:6 one (34) 4:15;16:21;18:10; 21:1;28:1;30:1,3,18;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14 options (2) 13:5;38:16 order (1)	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9) 5:1;7:2;14:14; 16:10;30:3;45:4; 58:7;66:22;69:21 participate (2) 52:2;58:19	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7, 10;81:21 phase (2) 23:17,20 philosophy (1) 9:13
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21 nor (2) 60:1;63:2 normal (1) 36:21 NORTHWEST (17) 5:7,11,15,18;6:3,	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12 Once (1) 22:6 one (34) 4:15;16:21;18:10; 21:1;28:1;30:1,3,18; 36:25;37:4;43:10;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14 options (2) 13:5;38:16 order (1) 3:4	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9) 5:1;7:2;14:14; 16:10;30:3;45:4; 58:7;66:22;69:21 participate (2) 52:2;58:19 particular (5)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7, 10;81:21 phase (2) 23:17,20 philosophy (1) 9:13 phone (4)
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21 nor (2) 60:1;63:2 normal (1) 36:21 NORTHWEST (17) 5:7,11,15,18;6:3, 22;7:15;11:5,13;	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12 Once (1) 22:6 one (34) 4:15;16:21;18:10; 21:1;28:1;30:1,3,18; 36:25;37:4;43:10; 44:8;45:20;48:16;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14 options (2) 13:5;38:16 order (1) 3:4 organization (1)	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9) 5:1;7:2;14:14; 16:10;30:3;45:4; 58:7;66:22;69:21 participate (2) 52:2;58:19 particular (5) 4:12;38:10;39:12;	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7, 10;81:21 phase (2) 23:17,20 philosophy (1) 9:13 phone (4) 5:23;6:4;9:4,6
needs (7) 7:23;10:23;16:18; 25:9;26:24;44:5;84:1 negotiation (2) 4:22;5:3 new (23) 33:17;39:11,20; 40:6;50:25;52:17,20, 24;53:7,10,22;54:12, 18,25;55:18;57:1; 60:18,19;61:9,16; 66:1;67:22;83:22 next (5) 29:3,4,6;35:22; 59:20 Nodding (1) 49:20 non- (2) 7:4;46:11 non-academic (1) 83:6 non-AP (1) 8:21 nor (2) 60:1;63:2 normal (1) 36:21 NORTHWEST (17) 5:7,11,15,18;6:3,	Odysseyware (1) 42:14 off (5) 7:14;57:14;83:2; 84:6;86:6 offer (35) 8:6,10,18,21;9:24, 25;10:19,22,24;11:5; 12:2,20,25;13:3,4,6; 17:13;18:7,15,16,20, 23;19:15,23;20:3,7; 21:5,9;27:8;30:6; 35:2,9;46:15;51:22; 59:5 offered (2) 13:11;26:25 offering (2) 24:16;27:1 Office (9) 60:5,11;61:7;64:3; 69:2;70:14;79:1,3,12 often (1) 35:12 Once (1) 22:6 one (34) 4:15;16:21;18:10; 21:1;28:1;30:1,3,18; 36:25;37:4;43:10;	opening (3) 15:24;45:16;54:11 operate (2) 34:2;52:24 opinion (1) 39:24 opportunities (3) 8:3;28:4,12 opportunity (16) 7:25;8:11,14;17:6; 24:14;27:7;52:1; 53:20;54:2;58:7,15, 18,25;59:6;62:15; 64:25 opposed (13) 3:23;14:6;15:9,19; 22:15;24:6;26:1; 32:6;44:18;45:10; 49:24;57:25;80:5 opposition (3) 9:3;34:13;53:11 option (4) 13:1,3;27:1;38:14 options (2) 13:5;38:16 order (1) 3:4	page (2) 15:20;65:10 pages (1) 4:10 Panel (19) 3:4,9;5:20;9:9; 21:1;25:17;28:6; 29:5;31:19;34:6; 46:10;53:4,19,25; 55:14;71:9;72:8; 80:1;86:18 paper (1) 37:25 paperwork (1) 22:12 paraprofessional (1) 41:4 paraprofessionals (1) 37:9 PARCC (1) 76:22 part (9) 5:1;7:2;14:14; 16:10;30:3;45:4; 58:7;66:22;69:21 participate (2) 52:2;58:19 particular (5)	permission (4) 6:16;15:12;21:12; 22:9 permitting (1) 56:16 Perry (4) 61:11,13,13;62:2 Perry's (1) 64:3 Personalized (2) 57:11,12 persons (1) 3:19 Pfeffer (42) 11:3,4,9,20;12:7, 13,19,23;13:12,20; 20:22,24;21:14,25; 25:18,22;26:21,22; 32:23,24;51:14,15; 57:2,4;58:14,15; 66:12,13,16;67:6,11, 17,24;72:25;76:25; 77:21;78:17;79:2,4,7, 10;81:21 phase (2) 23:17,20 philosophy (1) 9:13 phone (4)

		1		
27:22	7:22;72:6;78:15	51:17;55:7,9	79:20;86:13	refer (1)
Physics (3)	possibly (2)	Programs (1)	real (1)	11:7
10:2,2;20:6	24:2;81:11	34:10	45:4	reference (1)
picture (3)	PowerPoint (5)	promote (1)	realize (2)	82:15
54:9;57:7;78:18	7:6;14:13;54:4;	7:18	30:1;86:13	reflects (2)
piece (3)	59:22;85:2	proper (2)	really (18)	4:16;32:21
53:25;54:2;71:22	practice (2)	18:25,25	21:19;25:9;40:1;	refresh (3)
pieces (2)	60:22;68:11	protocol (2)	44:2;49:1;56:18;	72:16;73:2,11
17:5;31:13	preclude (1)	75:25;76:2	60:24;61:23;64:7,11,	regard (1)
place (9)	27:13	provide (8)	15;65:24;66:5,7;	8:9
22:9;23:9,21;	predict (1)	7:24;8:2;9:23;	68:18;77:18;83:19,	regarding (5)
26:12,15,19;27:12; 28:2;78:20	25:1	16:11;51:18;77:1; 78:4;79:5	23	30:22;55:23;56:22; 62:17;85:13
placement (1)	preparation (1) 36:11	providing (3)	reason (6) 4:7;26:23;36:25;	regards (2)
9:17	preparatory (1)	7:16;27:20;58:17	4.7,20.23,30.23, 37:4;59:22;61:4	37:6;38:16
plan (15)	7:17	PUBLIC (8)	reasons (4)	registers (1)
12:8,12,20;15:25;	prepared (3)	5:6,10;29:1;33:21;	26:3;32:25;33:10;	26:16
18:20;19:2,9;38:18;	9:21;15:22;68:8	46:23;52:16,19,20	35:5	registration (1)
40:3,5,13;57:11,13;	prescriptive (1)	pulled (2)	rebuttal (2)	22:7
77:15;80:21	77:10	5:9;40:9	3:24;76:8	regular (18)
planning (1)	present (3)	pulling (1)	recall (1)	8:7,19;9:16;10:2,
40:2	27:23;78:6;81:25	72:11	62:9	16,24;12:25;13:3,4;
plans (5)	presentation (9)	purpose (1)	recalled (1)	15:11;16:8;17:14;
6:4;9:21;78:11;	8:25;14:2,3;37:24;	29:15	38:5	19:23;20:7;21:5;
81:13,16	78:1,5,17;84:20,25	put (12)	recap (1)	22:6,15;44:14
Please (11)	presentations (1)	8:5;14:10,12;	80:8	Regulation (1)
3:6,11;6:3;14:13;	85:16	20:16;24:22;32:10;	recapture (3)	42:4
34:12;52:6;53:11; 59:22;70:14;71:23;	presented (2) 27:12;33:11	62:12;72:10,11;74:2, 9;85:3	55:18;56:3,14 receive (1)	regulations (1) 7:3
82:19	pressed (1)	puts (1)	19:25	relation (1)
pleases (1)	83:23	35:10	received (3)	82:25
29:5	presume (1)		1 60:5.11:70:14	relatively (1)
29:5 plenty (1)	presume (1) 39:11	Q	60:5,11;70:14 receives (1)	relatively (1) 47:14
		Q		
plenty (1) 48:25 point (6)	39:11 pretty (2) 16:5;44:21	quality (4)	receives (1) 63:4 receiving (2)	47:14 remain (1) 81:25
plenty (1) 48:25 point (6) 20:16;38:14;40:11;	39:11 pretty (2) 16:5;44:21 previous (1)	quality (4) 49:4;63:5;67:25;	receives (1) 63:4 receiving (2) 19:24;62:13	47:14 remain (1) 81:25 remainder (1)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7	39:11 pretty (2) 16:5;44:21 previous (1) 75:11	quality (4) 49:4;63:5;67:25; 82:16	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1)	47:14 remain (1) 81:25 remainder (1) 55:6
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1)	quality (4) 49:4;63:5;67:25; 82:16 Quest (8)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2;	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1)	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14 Quest- (1)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6;
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3)	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14 Quest-(1) 29:6	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19;	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14 Quest- (1) 29:6 quite (7)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2)	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14 Quest- (1) 29:6 quite (7) 8:12;36:5;37:2;	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14 Quest- (1) 29:6 quite (7) 8:12;36:5;37:2; 45:22;63:5;66:9;	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2)	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14 Quest- (1) 29:6 quite (7) 8:12;36:5;37:2;	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11)	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14 Quest- (1) 29:6 quite (7) 8:12;36:5;37:2; 45:22;63:5;66:9; 84:13	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14 Quest- (1) 29:6 quite (7) 8:12;36:5;37:2; 45:22;63:5;66:9; 84:13 quo (1) 50:25	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6)	quality (4) 49:4;63:5;67:25; 82:16 Quest (8) 6:21;14:22;29:2; 31:2,8,21;32:13,14 Quest- (1) 29:6 quite (7) 8:12;36:5;37:2; 45:22;63:5;66:9; 84:13 quo (1)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5,	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22;	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3)	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1) 36:13	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3) 38:19;85:24;86:3	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18 record (6)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4) 26:3;80:24,25;
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1) 36:13 portion (3)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3) 38:19;85:24;86:3 procedures (4)	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18 record (6) 3:13;6:19;26:4;	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4) 26:3;80:24,25; 81:12
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1) 36:13 portion (3) 36:22;68:13;71:2	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3) 38:19;85:24;86:3 procedures (4) 3:18;29:9;76:3;	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18 record (6) 3:13;6:19;26:4; 32:10;58:2;69:1	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4) 26:3;80:24,25; 81:12 Representatives (5)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1) 36:13 portion (3) 36:22;68:13;71:2 position (2)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3) 38:19;85:24;86:3 procedures (4) 3:18;29:9;76:3; 77:25	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18 record (6) 3:13;6:19;26:4; 32:10;58:2;69:1 recorded (2)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4) 26:3;80:24,25; 81:12
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1) 36:13 portion (3) 36:22;68:13;71:2 position (2) 16:11;37:12	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3) 38:19;85:24;86:3 procedures (4) 3:18;29:9;76:3; 77:25 process (9)	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18 record (6) 3:13;6:19;26:4; 32:10;58:2;69:1 recorded (2) 3:10;43:6	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4) 26:3;80:24,25; 81:12 Representatives (5) 5:18;6:2;34:5;53:2, 9
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1) 36:13 portion (3) 36:22;68:13;71:2 position (2)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3) 38:19;85:24;86:3 procedures (4) 3:18;29:9;76:3; 77:25	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18 record (6) 3:13;6:19;26:4; 32:10;58:2;69:1 recorded (2)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4) 26:3;80:24,25; 81:12 Representatives (5) 5:18;6:2;34:5;53:2,
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1) 36:13 portion (3) 36:22;68:13;71:2 position (2) 16:11;37:12 positive (1)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3) 38:19;85:24;86:3 procedures (4) 3:18;29:9;76:3; 77:25 process (9) 3:15;21:25;22:2,4;	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18 record (6) 3:13;6:19;26:4; 32:10;58:2;69:1 recorded (2) 3:10;43:6 recordkeeping (1)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4) 26:3;80:24,25; 81:12 Representatives (5) 5:18;6:2;34:5;53:2, 9 request (32)
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1) 36:13 portion (3) 36:22;68:13;71:2 positive (1) 38:15	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3) 38:19;85:24;86:3 procedures (4) 3:18;29:9;76:3; 77:25 process (9) 3:15;21:25;22:2,4; 26:15;36:8;47:17;	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18 record (6) 3:13;6:19;26:4; 32:10;58:2;69:1 recorded (2) 3:10;43:6 recordkeeping (1) 31:13	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4) 26:3;80:24,25; 81:12 Representatives (5) 5:18;6:2;34:5;53:2, 9 request (32) 4:12;5:6,10,20;
plenty (1) 48:25 point (6) 20:16;38:14;40:11; 54:16;68:17;85:7 points (1) 54:16 police (2) 48:23;49:2 policy (1) 16:15 Politics (2) 8:18,19 poorly (1) 43:9 popping (1) 73:7 population (8) 14:17;16:10;24:5, 6,17;25:2;41:24;59:5 portal (1) 36:13 portion (3) 36:22;68:13;71:2 position (2) 16:11;37:12 positive (1) 38:15 possibility (1)	39:11 pretty (2) 16:5;44:21 previous (1) 75:11 previously (1) 56:7 primarily (1) 15:2 primary (3) 14:16;46:15,16 prior (2) 8:1;16:12 Priority (11) 72:7,23;74:4,7; 75:2,8,22,23;78:10; 80:1;83:19 probably (6) 14:7;47:11;70:22; 74:13;80:16;82:17 problem (3) 38:19;85:24;86:3 procedures (4) 3:18;29:9;76:3; 77:25 process (9) 3:15;21:25;22:2,4; 26:15;36:8;47:17; 66:8;82:6	quality (4)	receives (1) 63:4 receiving (2) 19:24;62:13 recent (1) 38:17 recently (1) 38:7 recognized (6) 5:12;6:15;34:19; 52:21;53:17;61:12 recommend (1) 76:15 recommendation (1) 22:13 recommendations (1) 83:3 recommended (1) 39:19 reconvene (1) 52:18 record (6) 3:13;6:19;26:4; 32:10;58:2;69:1 recorded (2) 3:10;43:6 recordkeeping (1) 31:13 recovery (4)	47:14 remain (1) 81:25 remainder (1) 55:6 remaining (1) 25:14 remember (4) 14:7;44:12;52:6; 76:10 Remind (1) 61:4 renewal (1) 83:4 renewals (1) 80:13 reopen (1) 73:10 replacing (1) 24:2 report (4) 26:3;80:24,25; 81:12 Representatives (5) 5:18;6:2;34:5;53:2, 9 request (32) 4:12;5:6,10,20; 15:12;19:14;22:9;

· 				,
30:17,21;31:3;33:21;	22:24,25;27:5,6;	5,15;33:21;34:2,5;	session (1)	sizes (2)
34:7;38:10,23;43:22,	33:1,2;51:20,21;	35:8,9,19,25;36:3,3;	66:14	42:1;51:6
23;52:16,19;53:4,6,	52:17,20,23,24;53:2,	38:13;40:2;41:16;	set (8)	skeleton (1)
	7,10,22;54:12,18,25;		28:14;38:13;41:11;	42:18
24;59:23;61:4;68:12; 75:10		45:2;47:10,13,19,20;		
	55:18;57:1;58:9,10,	48:2;52:8,16,17,20,	43:4;45:15;73:22,23;	slide (1)
requested (8)	17;63:13,21	20,21,23,25,25;53:3,	76:2	7:11
31:8;40:6;67:9,12;	Rogers' (1)	10,22;54:13,19,24;	several (1)	slides (1)
69:2;70:5;78:3;84:12	58:25	55:1,19;56:8;57:1;	64:1	85:2
requesting (4)	room (3)	63:21,25;65:16;68:1;	Shack (27)	social (1)
34:25;43:14,24;	48:20,25;66:11	72:23;75:5;78:16;	5:24;6:1;11:7,10,	13:10
47:8	routinely (1)	79:2,12;80:24;83:6,	12,23;12:2,10,18,21;	somebody (3)
required (12)	47:14	18;86:10	13:4,15;14:25;17:10;	45:5;62:16;71:14
7:1,2;12:14,15;	run (2)	schools (26)	18:18,20;19:9,11;	someone (2)
15:23;16:2,3,22;	13:15;68:18	4:13;7:21;8:4,8;	20:2,8,10,20;23:14,	5:22;44:22
17:6;18:23,24;22:6	G.	19:5;23:10;46:23;	15;24:19,20;25:7	Sometimes (1)
requirement (2)	S	47:7;60:9;74:3,12;	shall (3)	48:25
70:6,25		75:8,22,23;79:14,25,	6:6;34:15;53:13	sorry (12)
requires (2)	safeguard (1)	25;81:1,4,5,8;82:15,	share (6)	6:17;13:22;14:21,
37:5;61:16	68:19	16;84:9,13;85:15	35:18;50:23;52:7;	21,23;29:24;35:3;
respect (3)	same (9)	school's (1)	53:20;56:14;84:8	58:5;62:8;72:18;
17:3;62:12,15	3:18;27:7;29:6;	51:16	Shay (1)	73:8;76:21
respond (4)	50:7;65:10;73:3,5;	science (7)	5:25	Sound (1)
17:10;18:18;60:18;	76:4;79:4	13:10;17:12,13,14;	sheet (1)	48:14
77:15	sample (3)	18:6,7,9	4:16	space (9)
response (1)	8:16,22;15:17	seat (1)	sheets (1)	55:4,8,10,16,18,18;
20:9	samples (1)	66:10	72:11	56:4,12,15
responses (1)	14:3	second (18)	short (2)	spaces (1)
58:2	sat (1)	25:20,22;29:25;	78:17,22	4:11
responsibility (1)	36:24	30:2;31:22,24;32:2,	showed (2)	speak (7)
84:16	satisfy (1)	10;49:14,15;54:2;	17:1;46:13	3:8;6:4;9:3;34:21;
responsiveness (1)	45:8	57:2,4;58:4;75:19,	side (1)	53:8;64:7;65:15
79:13	Saunders (47)	21;86:24,25	66:25	Speaking (5)
rest (3)	23:24,25;25:3,12;	seconded (1)	sign (6)	5:21;6:22;34:11,
55:6,16;56:4	27:24,25;33:4,5;39:5,	49:17	13:9,16,18;21:7,8;	13;53:10
restate (1)	6,15,24;40:13,17,20,	section (4)	22:6	speaks (2)
69:5	23;45:7;49:11,16,20;	35:2;54:6;66:21;	signed (2)	42:10;85:11
restrictions (1)	50:4,10;51:24,25;	70:2	15:11;22:8	special (5)
24:23	58:3,4;60:20,21;	seeing (3)	significant (1)	24:6;46:8;50:8;
results (1)	68:21;73:1,16;75:7,	54:8,9;72:23	8:12	54:20;56:13
81:20	15,18,21;76:15;81:7,	seek (3)	silence (1)	specialized (1)
reverb (1)	19;82:7,11,13;83:21;	21:12;39:24;41:7	3:6	58:7
11:16	85:14,19;86:3,9,16	seeking (4)	similar (1)	specific (3)
review (2)	savings (1)	3:21,22;6:16;7:1	47:8	10:6;48:4,6
4:8,9	8:12	seems (2)	simple (2)	specifically (3)
right (32)	saw (1)	21:4;43:25	22:2,4	39:8;78:3;81:7
3:14;5:8;6:5,24;	44:11	send (2)	simply (4)	spectrum (1)
7:14;12:10;17:19;	saying (4)	73:13;77:14	60:17;61:7;65:25;	50:13
18:2,3;23:15;28:24;	11:17;39:7;65:1;	sense (1)	70:16	split (1)
29:23;30:25;31:9;	69:24	40:9	situation (5)	4:16
33:23;34:13;40:23;	schedule (4)	sent (3)	20:4;36:22;44:16;	spoke (1)
44:21,21;47:21;52:4,	15:9;17:1;20:13,15	61:14;69:2;72:16	46:13;62:12	30:9
13;53:11;55:11;	schedules (1)	serve (10)	situations (1)	square (4)
56:19;72:3;73:17;	19:21	5:16;7:22;8:11;	10:1	55:1,5,11,12
76:19;79:2,23;80:22;	scholar (2)	25:9;34:4;50:11;	six (4)	STACK (1)
84:14	65:22;71:8	53:1;56:2;59:11;	15:23;82:17,21,22	9:7
rigorous (3)	school (83)	80:23	size (30)	staff (6)
7:18;8:4;19:15		serves (1)	35:1;39:13;40:4,6,	8:5;19:17;20:3;
road (1)	3:21,24;4:3,24;5:6, 11;6:21;7:21;8:1,2,	59:4	7,21;41:1,7;44:3,8;	27:19;68:7;78:1
68:15	13;12:13,15;14:18;	services (2)	45:9,10;46:8;47:13;	staffed (1)
Rock (6)		51:18;61:14	49:12;59:10,24;60:1,	8:5
	15:1,14;16:12,13,19;	serving (4)		stand (3)
6:21;14:18,18;	17:8;20:12;22:1;		14;63:6;65:25;66:5,	6:3;34:12;53:11
29:2,7;31:3	24:20,22;25:2;27:15;	52:10;83:14,16;	21,23;68:10,16,23;	
Rogers (26)	29:1,2,13;30:12;31:2,	84:1	70:3,6,7	standard (6)

CHARTER AUTHORI	ZING PANEL			October 15, 2015
11.7.17.0.15.07		22 5 22 24 25 24		44.45.04.0
14:5;15:8;16:25;	7:23;10:7,21,23;	33:6;83:24;85:21	67:16;69:17,18;70:9	44:15;81:3
40:7;60:7;66:22	14:16;16:10;19:18;	supported (1)	teaching (22)	track (1)
standards (7)	20:11,14,16,16,18;	81:22	11:21;14:6;15:9,	83:2
21:10;22:13;35:3,	24:5,17;25:8;26:16;	supports (1)	16;19:16,22;23:4;	traditional (4)
4;42:16;43:25;61:20	31:4;32:18,21;41:12;	83:14	35:1,11;40:15;59:15;	46:23;47:7,19;56:5
	50:23;59:5;63:4,8;	sure (24)		trained (2)
standpoint (1)			60:2;62:19;63:3,5;	
71:18	77:6	3:8;6:12,25;19:17,	65:16;66:6,21,22,25;	19:2,10
stands (1)	students (102)	20;20:5;24:11;31:10;	67:1;82:4	training (4)
70:10	5:16;7:25;8:2,10,	38:15;48:14;62:8,11,	team (2)	18:25;19:1,1,3
start (8)	13,15,20;9:24,25;	20;63:25;64:4,16;	63:20,24	transcript (1)
6:18;9:9,10;15:24;	10:4,15;13:9,18;	65:4,9;67:20;68:3;	Tech (2)	10:7
26:8;37:14,21;58:3	14:25;15:6,10;16:9,	73:12;76:6,14;84:8	53:7;57:1	transfer (1)
	14,19;17:7;18:17,23;	surrounding (1)	technical (1)	16:15
started (1)				
34:25	19:25;21:6,8;22:5,7;	82:8	4:4	transfers (2)
state (13)	24:15,21,23,24;25:6,	suspending (1)	technically (1)	19:24,25
3:12;4:8;5:13;	9;26:23;27:2,4,13,21;	83:10	16:4	tremendously (1)
33:25;42:16;47:8,17;	28:3,11;35:6,14;36:5,	swear (3)	TECHNOLOGY (10)	47:24
52:22;59:24;70:4;	7,16,20,22,23,23;	6:5;34:14;53:12	52:17,21,24;53:10,	true (2)
81:10;83:18;84:4	37:6,11,17;39:16;	sworn (1)	22;54:12,19;55:1,19;	19:5;84:23
	40:12;41:13,14,15,	3:20	82:3	truly (1)
stated (3)				
24:8;61:19;67:7	18;44:2,13,14,17,18,	system (2)	terminology (1)	59:4
States (2)	22;45:5,17,18,21;	24:13;28:2	38:18	truth (9)
13:7;71:12	46:4,5,9,12,13;48:20;	Systems (1)	terms (3)	6:7,7,7;34:15,15,
stating (1)	49:19;50:8,11;51:19,	78:15	21:21;45:1;77:10	16;53:13,13,14
69:17	23;52:2;53:1;56:2;		testimony (3)	try (2)
status (5)	57:14,15;58:6,16,18,	${f T}$	6:6;34:14;53:12	50:12;63:9
22:16;50:25;75:22,	25;59:6,11,16;66:14;		therefore (1)	trying (11)
		4 11 (2)		
23;83:19	68:25;69:23;70:9;	talk (2)	63:9	21:17;35:15,15;
statute (1)	80:23;82:6;83:10,10,	11:18;57:10	thinking (6)	41:7;60:18;62:9,20;
38:17	14,17;84:1	talking (4)	7:19;20:6;38:3;	66:1;69:19;70:16;
stay (1)	studies (1)	38:16;44:16;45:16;	68:8;79:10;84:11	76:9
12:11	13:10	47:7	though (3)	turn (5)
Stevens (61)	stuff (1)	Tarver (42)	22:4;44:20;69:14	6:11,13;11:15;
5:22;6:14,16,20,20,	43:10	34:8,18,20;37:25;	thought (2)	45:12;51:23
25;7:8,11;9:1,4,5,11,	subject (2)	38:4,12,25;39:2,4,14,	15:21;77:5	two (17)
12,23;10:10,13,18,	13:8,19		thoughts (1)	28:1,2;30:15,17;
		18;40:16,19,22;41:2,		
22;11:7;12:5,23;	subjects (2)	10,20,22;42:2,5,7,13;	84:10	37:9;41:16;45:16;
13:25;14:18,21,23;	13:5,9	43:1,12,17,20;45:11;	three (4)	48:25;53:6,23;54:23;
15:19;16:16;17:10,	submit (1)	46:2,6,16,18;48:12,	44:24;76:15;84:12,	65:24;66:16;74:4,17,
19,23;18:1,11,18;	85:15	14,18;49:5,8;50:1,9,	13	20;83:15
19:4,6,13;20:5;21:11,	submitting (1)	12;51:2;52:9,12	timeline (1)	Tyler (1)
20;23:5,8,14;24:19;	86:2	taught (2)	21:21	34:8
28:6,8,16,19,22;29:3,	successful (7)	11:13;39:16	times (4)	type (2)
	25:11;35:7;48:24;	,	8:6;13:16;43:3;	4:6;38:10
5,14,15,20,22,25;		teach (22)		
30:24;31:2,16;32:8;	49:3;57:18;58:11;	11:25;14:7;15:11,	66:6	typically (1)
33:16,19	59:1	23;16:1,4,6,7,8,23;	title (2)	78:2
still (15)	suggestion (5)	17:6;22:8,20,21;	3:12;6:19	
6:12;15:16;16:1;	60:12;61:7;64:2;	23:10,12,13,16;36:6;	today (29)	\mathbf{U}
27:18,19;30:22;	82:24;85:6	45:2;61:17;62:24	3:7,15,18;4:1,10,	
39:15;41:2,5,25;	Sum (1)	teacher (18)	21,24;18:13,13;	UNANIMOUS (6)
45:18;52:2;67:21;	41:18	35:10,23,23,25;	22:19;28:7;31:11;	25:25;32:5;49:23;
70:10;86:19	summarize (2)	36:18,18,21;37:2,5;	34:21;43:22;53:20;	57:24;80:4;87:3
· · · · · · · · · · · · · · · · · · ·				
stipulate (1)	60:21;70:20	38:8;40:3;43:2,3;	54:5;60:2,12;63:2,8,	unclear (1)
47:4	summary (2)	45:20;60:15;63:7,14;	15;65:5;72:10,20;	27:19
stop (1)	74:2;78:22	65:24	73:5;76:4;83:1;84:7;	under (6)
13:20	summer (3)	teachers (32)	86:19	4:2;7:3;14:6;
structure (2)	36:11;42:15;43:4	8:8;18:24;19:2;	together (2)	21:13;41:5;73:8
40:10;54:11	superintendent (1)	35:19;36:6,10,10,15,	4:15;85:3	understood (1)
structuring (1)	63:25	16,21;37:15,15;	took (1)	64:21
40:2	superintendents (1)	38:18,20;39:9,22;	42:17	unique (2)
struggle (1)	60:4	42:10,14,22;45:1;	total (2)	58:17;80:21
19:19	support (6)	48:2,21;61:17;62:13,	55:9;68:25	Unit (2)
student (25)	9:23;10:25;15:14;	18,24;63:12;65:12;	toward (2)	22:13;61:20

emmilen ne inem	ERIGIANCE	T		0000001 10,2010
United (1)	vote (9)	55:25	77:13	87:6
13:7	4:1,2,6,7,15;29:12,	weigh (1)	workload (4)	10-minute (1)
unless (3)	17;71:21;79:21	62:16	36:9,10,16;42:10	52:14
21:6;53:24;78:3	voted (32)	weighted (4)	works (3)	10th (2)
up (41)	26:10,14,18;27:6,	18:15,16,21,23	36:18,18;86:10	12:6;23:6
4:16;13:9,16,18;	10,17,25;32:12,16,	welcome (1)	worried (1)	11 (2)
14:10,13;15:11,24;	20,24;33:2,5,9,13;	3:4	27:2	34:3;46:5
16:22;21:7,8;22:6,8;	50:16,21;51:4,8,11,	weren't (1)	worth (1)	12 (2)
29:13;35:15;38:13;	15,21,25;58:5,5,10,	68:10	7:25	16:25;70:2
39:6,22;40:1,9;41:4,	21,24;59:3,8,14;	West (3)	write (1)	123,000 (1)
11,18;43:4;44:17,23;	71:10	6:21;29:2;31:2	26:2	55:11
45:5,7,15,16;46:13;	votes (1)	what's (6)	written (3)	14 (1)
47:16;49:18,20;66:5,	4:12	17:20;60:17;61:3;	4:25;43:24;71:3	52:25
14;69:21,24;70:7;	voting (1)	62:22;69:23;79:13	wrong (1)	15 (2)
71:12;73:7	72:11	whenever (1)	68:22	3:3;41:3
update (2)		38:1		150 (20)
78:12;79:12	\mathbf{W}	wherever (1)	\mathbf{Y}	39:9,12;40:4,14;
updating (1)		16:6		44:12;45:3;60:2;
69:6	wait (3)	whichever (1)	y'all (7)	62:24;65:17;66:7,22;
upon (2)	20:9;50:2;72:25	50:13	7:8;28:23;70:21;	67:1,17;68:25;69:1,3,
51:9;83:23	waiting (1)	whole (3)	72:23;73:7;86:12,15	14,16;70:9,25
upper (2)	15:17	6:7;34:15;53:13	year (11)	15-16 (1)
31:6;62:18	waive (5)	who's (3)	12:13,15;20:12,12;	12:14
use (2)	34:25;66:10;67:13,	35:25;65:16;86:19	21:22,22;30:12;	15-to-1 (1)
68:14,15	15;70:3	wide-open (1)	31:15;34:24;35:22;	41:1
used (1)	waiver (79)	77:17	38:6	16-17 (2)
86:1	7:1;13:14;15:5;	Wilde (2)	years (5)	12:15,20
using (6)	17:3;21:16,18;22:2,	78:11,14	45:14;64:1;66:6;	16th (2)
42:10,13;55:5;	20;23:10,12,16,16,	willing (1)	68:15;81:11	75:9,12
66:24,25;68:10	21;26:19;27:3,18;	9:20	year's (1)	17 (1)
usually (2)	29:6,12;30:22;34:25;	wisdom (1)	7:25	41:4
35:13;86:1	35:7,8;38:19,23;	63:22	year-to-year (1)	17th (6)
utilize (1)	39:11,11,16;40:4,7,8,	wish (1)	36:5	75:9,12,14,17,24;
55:17	17,20;41:1,6,8;43:24;	70:22	yesterday (7)	80:1
utilizing (1)	44:3,8,19;46:9;47:3,	withdraw (5)	3:19;4:5,21,23;5:4;	18th (5)
55:12	9,11,14,20;49:12;	29:11,17,20;71:20,	72:5;76:5	75:13,24,24;76:18;
V	59:20,22,23,25;60:9,	22	7	80:2
V	13,14;61:4,8,25;	withdrawing (2)	Z	1st (1)
	63:10;64:3;66:18,20;	30:21;45:3	(1)	85:16
various (1)	67:2,5,6,9,12,21;	withdrawn (2)	zero (1)	2
31:12	68:10,12,16;69:1,3,4,	29:24;71:25	24:9	
version (1) 8:21	7,13,14,21;70:5,16, 21	within (7) 18:22;19:3;39:17;	zoom (1) 44:12	2(1)
	waivers (8)	48:10;54:15,25;81:9	44:12	2 (1) 5:10
vetted (1) 63:25	36:3;46:23;47:10;	without (4)	1	2.3% (1)
videos (1)	64:13;77:8,12,13;	19:16;51:23;64:25;	1	24:6
43:6	80:14	77:17	1 (3)	20 (6)
view (1)	waiving (1)	WITNESSES (3)	5:8,15;30:12	3:21,23;24:10;
60:24	67:7	6:8;34:17;53:15	10% (1)	76:1,7;78:1
Virtual (1)	walk (1)	worded (2)	24:8	200 (2)
42:11	43:8	17:23;24:1	10.02 (1)	34:5;40:6
virtuous (1)	watch (1)	words (3)	35:2	2012 (1)
7:20	6:12	9:3;46:12;63:22	10.02.05 (1)	5:16
vision (2)	way (14)	work (18)	60:8	2013 (2)
50:17;82:2	8:6;17:17;36:14,	3:7;9:17,21;10:8;	10.02.5 (2)	34:3;52:25
visit (1)	15;38:13;41:10;43:4;	22:11;36:20;38:5,20;	43:25;44:12	2015 (1)
57:7	45:14,18;66:19;	53:25;54:2,5;55:16;	10.2.05 (1)	3:3
visited (1)	69:18;71:3,8;77:13	57:18;79:2;80:2,2;	59:24	2nd (1)
80:17	Weather (1)	81:14;86:12	10/15 (1)	85:25
visualize (1)	56:16	worked (1)	73:13	
19:21	Wednesday (2)	81:18	10:30 (1)	3
volume (1)	75:11;85:25	working (4)	86:20	
	weeks (1)	12:21;48:21;64:1;	10:32 (1)	3 (2)
6:13	weeks (1)	12.21,40.21.04.1.	10.52 (1)	3 (4)

CHARTER AUTHORI	ZING PANEL		October 15, 2015
29:24;30:20			
30 (7)	9		
44:18;45:19,21;	,		
66:10,23;69:13;70:7	9:35-9:48 (1)		
31st (1)	52:15		
60:3	900 (3)		
35 (9)	55:15;57:5;68:2		
60:1,14;66:5,14;	9-12 (1)		
67:20;68:24;69:23;	53:1		
70:7;71:12	993 (25)		
38 (6) 7:2;14:6;16:2,3,22;	39:7;40:9,14;44:1;		
23:17	60:3,6,8,10,15;61:9;		
38% (1)	62:17;64:24;65:11,		
55:12	24;66:8;67:4,7,10,13; 68:12,18,22;69:4,11,		
-	21		
4	21		
4 (1)			
33:24			
438 (1)			
12:11			
45 (16)			
44:2,17,17;45:5,9, 25;46:5,9,11,13,25,			
25;48:20;49:12,18;			
50:24			
45-day (1)			
78:11			
46,610 (1)			
55:5			
5			
	-		
5 (4)			
3:24;52:19;75:25;			
76:7			
5- (1)			
52:14			
5% (1)			
74:8			
541 (1) 55:13			
55:15 5-minutes (1)			
79:11			
	-		
6			
	-		
600 (3)			
53:2;54:8;55:15			
6-12 (4) 37:24,25;38:2,3			
6-23-102 (1)			
82:15			
685 (1)			
5:17			
	-		
7	_		
7-12 (4)			
34:4;38:1,8;44:19			
-			1